



Millennium Challenge Coordinating Unit
Monitoring and Evaluation Plan

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Version 4

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PREAMBLE

This Monitoring and Evaluation (M&E) Plan:

- is part of the Millennium Challenge Account Threshold Program Grant Agreement signed on November 17, 2015 between the United States of America, acting through the Millennium Challenge Corporation (MCC), a US funded agency, and Sierra Leone, acting through the Ministry of Finance and Economic Development;
- will support provisions described in section 4.2 of the Threshold agreement/program; and
- is governed by and follows the principles stipulated in the MCC *Policy for Monitoring and Evaluation of Compacts and Threshold Programs* (MCC M&E Policy).

This M&E Plan may be modified or amended in line with the MCC M&E Policy without requiring an amendment to the Agreement. The Plan will be made available to the public including progress reports during implementation of the program.

LIST OF ACRONYMS

| | |
|------|---|
| CA | Constraints Analysis |
| DMA | District Metering Area |
| DQR | Data Quality Review |
| EDSA | Electricity Distribution and Supply Authority |
| EGTC | Electricity Generation and Transmission Company |
| ERR | Economic Rate of Return |
| ESRP | Electricity Sector Reform Project |
| EWRC | Electricity and Water Regulatory Commission |
| GVWC | Guma Valley Water Company |
| ITT | Indicator Tracking Table |
| M&E | Monitoring and Evaluation |
| MCA | Millennium Challenge Account |
| MCC | Millennium Challenge Corporation |
| MCCU | Millennium Challenge Coordinating Unit |
| MIS | Management Information System |
| NCP | National Commission for Privatisation |
| NPV | Net Present Value |
| NRW | Non revenue water |
| POC | Point of Contact |
| PPP | Public Private Partnership |
| PV | Present Value |
| QDRP | Quarterly Disbursement Request Package |
| QRR | Quarterly Results and Reporting |
| RBF | Results-Based Financing |
| RSP | Regulatory Strengthening Project |
| TCR | Threshold Completion Report |
| TOR | Terms of Reference |
| WSRP | Water Sector Reform Project |

THRESHOLD PROGRAM AND OBJECTIVE OVERVIEW

Introduction

This Monitoring and Evaluation Plan serves as a guide for program implementation and management and ensures that MCCU management staff, the MCCU Board of Directors, program implementers, Government partners, and other stakeholders understand the progress being made toward the achievement of program objectives and results.

This Monitoring and Evaluation Plan is a management tool that provides the following functions:

- *Describes the program logic and expected results.* Gives details about what the expected impacts the Threshold Program and each of its projects are expected to have on economic, social and gender matters and how these effects will be achieved.
- *Sets out data and reporting requirements and quality control procedures.* Defines indicators, identifies data sources, and establishes frequency of reporting in order to define how performance and results will be measured. Outlines the flow of data and information from the project sites through to the various stakeholders both for public consumption and to inform decision-making. It describes the mechanisms that seek to assure the quality, reliability, and accuracy of program performance information and data.
- *Establishes a monitoring framework.* Establishes a process to alert implementers, MCCU, stakeholders, and MCC to whether or not the program is achieving its major milestones during program implementation and provides a basis for making program adjustments.
- *Describes the evaluation plan.* Explains in detail how MCC and MCCU will evaluate whether or not the interventions achieve their intended results and expected impacts over time.
- *Includes roles and responsibilities.* Describes in detail tasks for which the M&E staff are responsible.

Threshold Program Background

Sierra Leone is a small West African country with a population of 6.45 million people (World Bank, 2015). The country has faced manmade and natural disasters in recent years. In 2002, Sierra Leone's civil war ended, leaving the country with tens of thousands dead, millions of displaced people, and destroying much of the infrastructure. Since the end of the war, the country has successfully completed a disarmament process, successfully transferred power from one major political party to the other, and made significant strides in economic growth and poverty reduction. Gains that had been made in economic growth were severely eroded by the outbreak of the Ebola Virus disease in 2014 and its ensuing consequences, as well as the fall in the price of iron ore in the world market, impacting the country's gains from its key export material.

On November 17, 2015, the United States of America through the Millennium Challenge Corporation signed a US\$44.4 million Threshold Agreement with Government of Sierra Leone. The Threshold entered into force February 16, 2016 and had an initial end date of February 15, 2020. At the time of this revision, the program is awaiting approval from MCC for an extension until January 31, 2021.

The Sierra Leone Threshold Program (THP) focuses on two binding constraints identified in Sierra Leone's Constraints Analysis (CA): (i) lack of access to reliable and affordable electricity and (ii) lack of access to clean water and sanitation. The CA revealed that Sierra Leone's limited and aging electrical grid imposes additional costs on the economy in the form of lost output due to electrical outages and higher energy costs paid by households and firms using generators, batteries, or household fuels. Similarly, weak water supply infrastructure and accompanying water-borne diseases impose a high shadow price on Sierra Leone's economy, as indicated by comparatively high out-of-pocket health expenditures for households and low labor productivity for firms. Importantly for the purposes of MCC's Threshold Program, the Constraints Analysis also highlighted that these constraints are exacerbated by weak sector governance and institutional capacity.

The Program seeks to build a foundation for the more effective and financially sustainable provision of essential urban services – water and electricity, with a focus on greater Freetown – in order to attract and sustain increased sector investment. To do so, the Program will strengthen key institutions to improve service delivery and will support reforms to increase transparency and accountability in the provision of these services in order to limit opportunities for corruption and petty bribery. Specifically, the Program seeks to:

1. Establish effective, independent regulation of the water and electricity sectors, including a framework for transparent tariff setting, and improve sector governance by better delineating institutional roles and responsibilities;
2. Improve commercial practices, operational independence, and planning capacity in water and electricity sector institutions through targeted technical assistance and capacity-building;
3. Enhance transparency, accountability, and customer service practices through stakeholder

- (community, consumer, and customer) engagement, outreach, and communication, and the establishment and utilization of new mechanisms to fight corruption and petty bribery; and
4. Test innovative approaches to achieve sustainable delivery of water and electricity that could serve as models of effectiveness with the potential to scale for systemic impact.

Threshold Program Logic

The Threshold Program consists of three projects: the Electricity Sector Reform Project (ESRP), the Water Sector Reform Project (WSRP) and the Regulatory Strengthening Project (RSP). These projects directly respond to the binding constraints to growth that were identified in the CA, particularly weak sector governance and institutional capacity.

The goal of this Agreement is to assist Sierra Leone to become eligible for a Millennium Challenge Compact by supporting the implementation of critical institutional and policy reforms that address the binding constraints to economic growth in Sierra Leone (the “Program Goal”). MCC’s assistance will be provided in a manner that strengthens good governance, economic freedom and investments in the people of Sierra Leone. The objective of each Project is to support Government efforts to:

- Operationalize and build core capacities at the Electricity and Water Regulatory Commission (EWRC) in order to ensure transparency, support the long-term financial sustainability of the water and electricity sectors, and improve overarching sector governance and utility compliance with regulatory requirements (the “RSP Objective”).
- Operationalize the emerging institutional framework and market structure in the electricity sector; improve integrated planning capacity; and strengthen operational efficiency and corporate governance at targeted electricity sector institutions, particularly the Electricity Generation and Transmission Company (the “ESRP Objective”); and
- Improve water sector coordination; strengthen commercial practices, operational independence, and planning capacity at the Guma Valley Water Company; and enhance transparency, accountability and customer service practices through improved community, consumer engagement, as well as the establishment and utilization of new accountability mechanisms (the “WSRP Objective”).

Regulatory Strengthening Project (RSP)

This project aims to support the Government of Sierra Leone in its efforts to stand up and build the capacity of the newly established independent regulator – the Electricity and Water Regulatory Commission (EWRC) – through two activities:

1. The Institutional Strengthening Activity includes assistance in establishing core regulatory functions and capacities at EWRC. Thus, this activity will improve overarching sector governance and support development of regulatory performance monitoring standards and a transparent framework for regulated tariff setting to support the long-term financial sustainability of the water and electricity sectors.
2. The Performance -Based Regulation Activity (Results-Based Financing) aims to test knowledge transfer to the Electricity and Water Regulatory Commission (EWRC), Electricity Generation and Transmission Company (EGTC), Electricity Distribution and Supply Authority

(EDSA) and Guma Valley Water Company (GVWC) and incentivize the regulated utilities to improve performance. MCC funds under this activity will be conditional and only disbursed if utilities achieve targets on key performance indicators.

The Project Logic for the RSP is incorporated into the ESRP and WSRP diagrams and the table below summarizes the assumptions and risks concerning this Project.

| Project Activities | Assumptions | Risks |
|--|--|--|
| ESRP/WSRP Regulatory Strengthening Project | <ul style="list-style-type: none"> • The regulator has the human and technical capacity to regulate the sector • Regulatory frameworks established will be sustained • The RBF framework identified the right indicators to propel performance improvements with the implementing entities • Regulatory Strengthening Project activities and outcomes contribute to the objectives of the institutional strengthening and capacity building activities | <ul style="list-style-type: none"> • Implementing entities will return to their prior state without the injection of incentives • The monitoring systems will weaken after the THP ends • Implementing entities non-compliant with reporting requirement of the regulator |

Electricity Sector Reform Project (ESRP)

The Electricity Sector Reform Project will operationalize a new framework and market structure for the country's electricity sector, build capacity, and enhance transparency and accountability in governance.

The Roadmap and Coordination Activity is designed to clarify roles and responsibilities in the power sector and develop a stronger coordinated approach to sector development. This Activity aims to operationalize the electricity market restructuring that began in 2014 with the unbundling of the National Power Authority and the creation of the EWRC. The Electricity Sector Roadmap developed under this activity will set direction, policy goals and actions for the sector through 2030. To achieve improved sector coordination and planning, key sector stakeholders must have buy-in on the Roadmap goals and objectives and the GoSL must take ownership of moving the action items forward.

Under the Institutional Capacity Building Activity, the Threshold Program will provide targeted technical assistance to EGTC and EDSA in coordination with the Government and other development partners. The Threshold will support the development of a Planning Unit within the Ministry of Energy, which will lead efforts for sector planning and development of an Integrated Resource Plan.

The technical assistance to EGTC and EDSA will strengthen their ability to put the sector reforms into action through installing improved commercial practices and establishing improved operational management. This activity aims to strengthen the capacity of key electricity sector institutions to develop system plans and informational inputs (e.g., consumer census, geographic information system mapping, etc.) that can be used for data-driven decision making. The Threshold Program will conduct an assessment of EGTC's ability to meet current and future responsibilities in the reformed power sector, drawing on outcomes of the Roadmap and develop a business plan and utility transformation program to support EGTC's development. This transformation program for EGTC aims to put in place relevant organizational structures, policies and practices for improved financial and operational management of the utility. EGTC management and staff will receive training through a twinning program with the Volta River Authority in Ghana, established by the Threshold Program to increase EGTC's capacity to manage its hydro electrical plants and transmission lines. Currently, there is one hydro electrical plant (Bumbuna) that generates electricity to supply Freetown and another plant (Bumbuna II) is expected to come online within a few years. EGTC currently does not manage Bumbuna hydro electrical plant, but it is assumed that with its increased capacity, EGTC may take over management of that plant when the management contract ends as well as other hydro electrical plants that will come on line in the future. This is crucial for the future of EGTC as the thermal plants that serve Freetown currently only operate on an as needed basis.

This Activity also involves training of the Board of Directors of each utility to strengthen corporate governance practices. This training will increase each Boards' ability to provide oversight of EGTC and EDSA, and the management contractor recruited with the support of the World Bank to manage operations at EDSA.

The key assumptions and risks that underlie the accomplishment of the theory of change for the ESRP are summarized in the table below

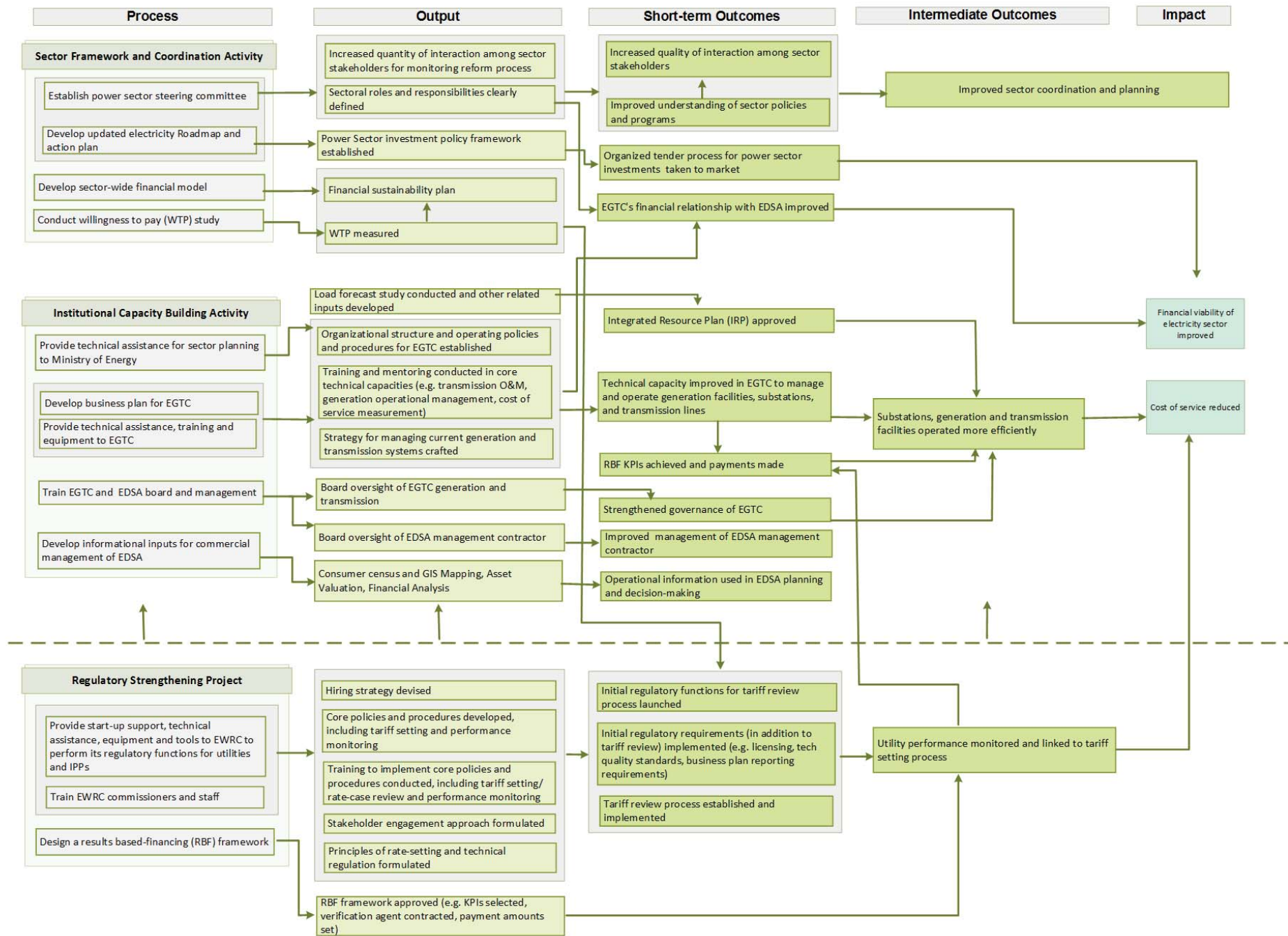
| Project Activities | Assumptions | Risks |
|-----------------------------------|--|--|
| Roadmap and Coordination Activity | <ul style="list-style-type: none"> • There will be buy-in from sector stakeholders on the sector Roadmap • Developing a sector roadmap will establish clear roles and responsibilities in the sector • Once roles and responsibilities are clearly defined, stakeholders will act in line with those roles • Sector Steering committee meetings take place as planned and interactions are facilitated | <ul style="list-style-type: none"> • The roadmap does not reflect the interests of all key stakeholders, thus limiting coordination and planning in the sector and restricting roadmap implementation • Political factors and lack of capacity and resources could influence stakeholders and limit their willingness and ability to coordinate on sector activities |

| | | |
|--|--|---|
| | with best practices for meetings, communicating, reporting, accountability, etc. | <ul style="list-style-type: none"> Action items from the meetings are not implemented |
| Institutional Capacity Building Activity | <ul style="list-style-type: none"> There will be a system in place to train new members of the Board EGTC will take over management of generation plants previously managed by management contracts Technical assistance will focus on the key areas of need for EGTC The relevant staff will be involved and receive high quality training in key areas of operations The staff have the support and resources to put their new knowledge into practice and the ongoing support when they experience challenges in doing this. Informational inputs are of high quality Development of informational inputs will lead to the use of these inputs for decision making Cost recovery tariff will be approved and implemented during the THP | <ul style="list-style-type: none"> New Board members are appointed and training does not continue Information gaps may still persist No change in organizational culture and behaviors The status quo will continue even with more capacity and tools for planning and decision making The expectation is for the tariff regime to be developed somewhat like a “pilot.” There are no requirements for the government to approve and implement the tariff. Without a cost-reflective tariff at GVWWC will continue to be challenged financially. |

The diagram below illustrates and describes the causal relationships among the program components and synthesizes expected outcomes intended to achieve the project objectives and the program goal.

ESRP Program Logic

Objective: To support GOSL efforts to operationalize the emerging institutional framework and market structure in Sierra Leone's electricity sector; improve integrated planning capacity; and strengthen operational efficiency and corporate governance at targeted electricity sector institutions, particularly the EGTC.



Water Sector Reform Project (WSRP)

The Water Sector Reform Project is comprised of three activities aimed at improving water sector coordination; strengthening commercial practices, operational independence, and planning capacity at the Guma Valley Water Company (GVWC); and enhancing transparency, accountability, customer service practices, and quality through improved community, consumer, and customer engagement, as well as the establishment and utilization of new accountability mechanisms.

1. The Water Sector Roadmap and Coordination Activity intends to support the GoSL's ongoing efforts to reform the institutional structure for the water, sanitation and hygiene (WASH) sector, including water resource management in greater Freetown. Specifically, this Activity will support technical assistance to develop an institutional roadmap for urban WASH to better delineate the roles and responsibilities of institutions in the sector, building on new and pending legislation and the GoSL's National Water and Sanitation Policy. The Activity will also support the establishment of a WASH sector steering committee to institutionalize urban WASH coordination and provide guidance on implementation of the broader WASH Sector Reform Project.
2. The GVWC Institutional Strengthening Activity aims to strengthen the water utility's capacity to perform core business functions and comply with emerging regulatory requirements developed under the Regulatory Strengthening Project. This Activity will support a: system-wide mapping, system condition assessments, customer mapping, and hydraulic modeling, all of which are needed to improve the GVWC's understanding of water system performance and enable proper planning. This Activity will also support the following:
 - Technical assistance to improve utility operations, including technical, financial, and commercial management, service quality, investment planning, procurement, contract management, corporate governance, and environmental sustainability;
 - Development of a strategy to reduce losses due to leaks, illegal or mischaracterized connections, theft, and other commercial losses (or non-revenue water), to be implemented and tested within the district metering area;
 - Establishment of the Guma Valley Water Company's Community Water Services Department (CWSD), and development of a strategy to improve, and build capacity for, service delivery to low-income consumers. This may include focus on institutionalizing a pro-poor and gender inclusive strategy and service delivery practices including (but not limited to) approaches in kiosk design and construction, tariff setting, business practices, investments and customer outreach and engagement.
 - Community and consumer outreach, including publication of service charters and consumer education on the need to pay for water; improvement of GVWC's ability to respond to reports of corruption and to incentivize improved staff performance. This may include investigations of allegations, audits of implicated accounts, establishment of reduction targets with associated recognition, and/or development of administrative sanctions. The activity also intends to leverage Sierra Leone's "Pay No Bribe" reporting platform to track

reports of corruption related to the utility.

- The Guma Valley Water Company Act passed in 2017, The GVWC Act 2017, gave some powers to the National Commission for Privatization (NCP) to provide effective, efficient and coordinated management supervision and oversight through a performance contract with GVWC. The Threshold Program will provide technical assistance to assess/ review the urban water sector institutional structure and governance framework in relation to NCP, and recommend those actions that the NCP should undertake to address its role in the sector. With the new regime and its mandate, the Ministry of Water Resources will replace NCP to provide the management function of GVWC. This transition will be completed by the end of 2019. The TA support will continue with NCP until the end of the transition.
3. The District Metering Area and Kiosk Demonstration Activity intends to leverage the technical assistance provided under the GVWC Institutional Strengthening Activity by identifying and establishing two controlled district metering areas, within which the GVWC can implement and test its improved business practices and operationalize a non-revenue water strategy. The Guma Valley Water Company expects to measure water flows in and out of the district metering area, assess the scope of physical and commercial losses, and implement a plan to reduce non- revenue water including control of illegal or mischaracterized connections within the district metering area. This will enable Guma Valley Water Company to improve service reliability within the district metering area and collaborate closely with stakeholders to determine which strategies are most effective to reduce water losses. Under this Activity the Threshold Program will use a public-private partnership model for the management of public kiosks that will be constructed and will serve a large proportion of the households in the selected DMAs.

| Project Activities | Assumptions | Risks |
|-----------------------------------|---|--|
| Roadmap and Coordination Activity | <ul style="list-style-type: none"> • Sector Steering committee meetings take place as planned and interactions are facilitated with best practices for meetings, communicating, reporting, accountability, etc. • Developing a sector roadmap will establish clear roles and responsibilities in the sector and will lead to improved quality of interaction – less time is wasted in deliberation of competing priorities. • Once roles and responsibilities are clearly defined, stakeholders will act in line with those roles • There will be buy-in from sector stakeholders on the sector | <ul style="list-style-type: none"> • Action items from the meetings are not implemented • The roadmap does not reflect the interests of all key stakeholders, thus limiting coordination and planning in the sector and restricting roadmap implementation • Political factors and lack of capacity and resources could influence stakeholders and limit their willingness and ability to coordinate on sector activities |

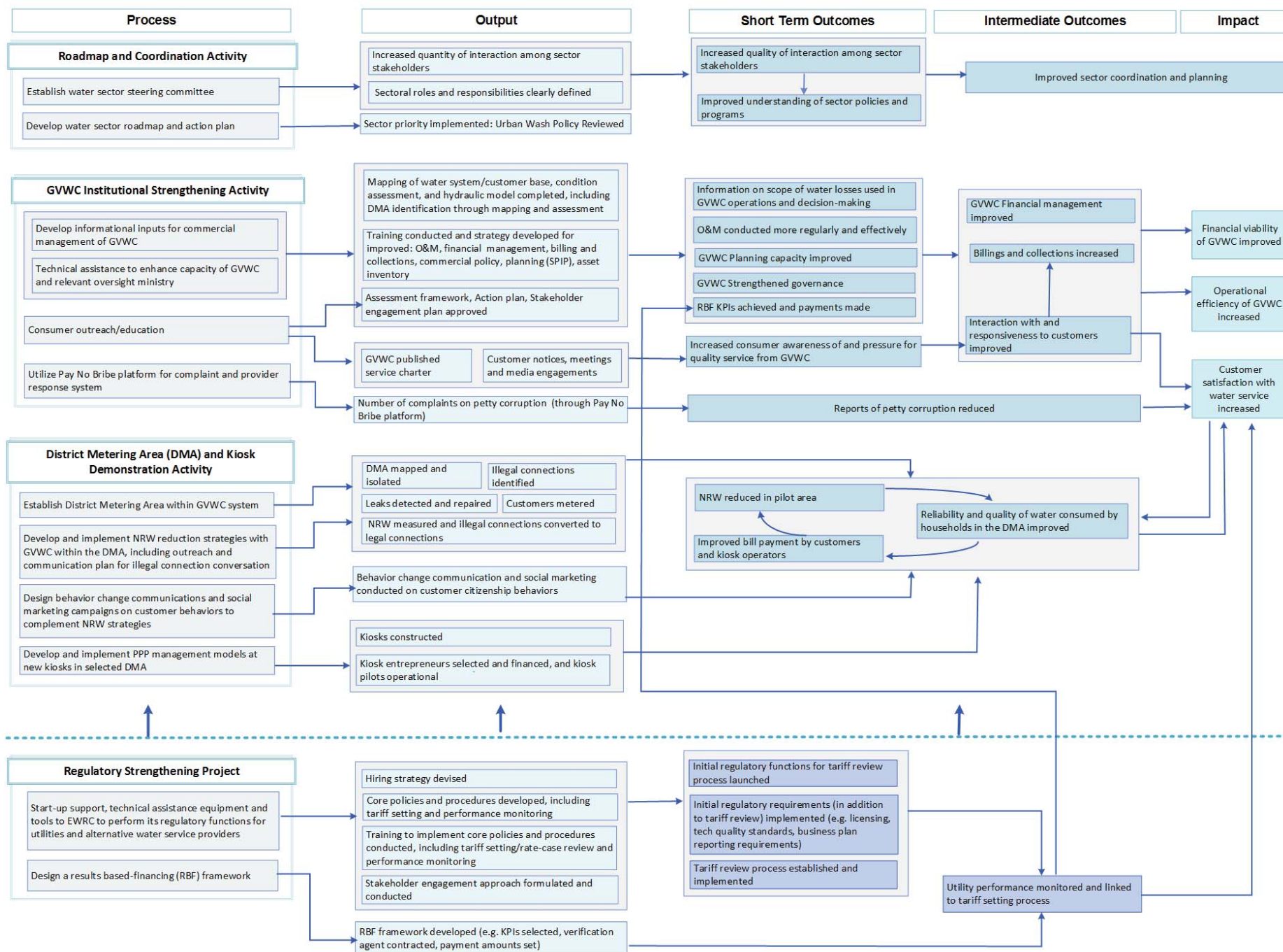
| | Roadmap | |
|---|---|---|
| GVWC Institutional Strengthening Activity | <ul style="list-style-type: none"> • Informational inputs are of high quality • Development of informational inputs will lead to the use of these inputs for decision making • Technical assistance will focus on the key areas of need for GVWC • The relevant staff will be involved and receive high quality training in key areas of operations • The staff have the support and resources to put their new knowledge into practice and the ongoing support when they experience challenges in doing this. • TA and training on O&M will lead to conduct and more effective O&M • Cost recovery tariff will be approved and implemented during the THP • Guma has an adequate system for fielding customer concerns and has the resources/capacity to respond to those concerns within a given window of time | <ul style="list-style-type: none"> • Information gaps will persist • No change in organizational culture and behaviors • The status quo will continue even with more capacity and tools for planning and decision making • The expectation is for the tariff regime to be developed somewhat like a “pilot.” There are no requirements for the government to approve and implement the tariff. Without a cost-reflective tariff at GVWC will continue to be challenged financially. |
| DMA and Kiosk Demonstration Activity | <ul style="list-style-type: none"> • The appropriate NRW strategies are implemented in the DMA • Sufficient numbers of illegal connections are converted to legal connections • NRW measures increase service levels • Customer connections are metered and billed based on consumption • Customers’ attitudes reflects increased willingness to pay for water (those with connections and those using kiosks) | <ul style="list-style-type: none"> • Customers see no improvements in service levels • Customer resistance to paying for water • Maintenance of illegal connections • Kiosk management does not lead to improved service |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> • More customers pay for water • Kiosks are managed effectively and earn profit • DMA improvements and Kiosk management models are replicated across GVWC entire network | |
|--|--|--|

The diagram below illustrates and describes the causal relationships among the project components and synthesizes expected outcomes intended to achieve the project objectives and the program goal.

WSRP Program Logic

Objective: To support GOSL efforts to improve water sector coordination; strengthen commercial practices, operational independence, and planning capacity at the GVWC; and enhance transparency, accountability and customer service practices



Program Beneficiaries

According to the MCC “Guidelines for Economic and Beneficiary Analysis”, beneficiaries of projects are considered individuals that are expected to experience better standards of living due to MCC investments, either through increased real incomes or expenditure savings. The cost benefit analysis (CBA) for proposed projects quantifies the benefit streams through which beneficiaries should experience increased income, and the beneficiary analysis estimates the distribution of those benefits. However, Threshold Programs are not required to produce CBAs and therefore do not have an associated ERR. Without an ERR, there is no quantitative measure of the benefits of the program, so it is impossible to quantify the number of beneficiaries or distribution of those benefits. Instead, MCC obtained demographic data on Freetown’s population from the 2011 Sierra Leone Integrated Household Survey and explored the characteristics of different categories of water and energy users.

The Threshold Program is expected to have direct impacts on the institutions that provide water and electricity to Freetown. These improvements are then likely to lead to improved service delivery. There are however many other factors that influence improved service delivery, and thus at the household level, for this Threshold Program, consumers are “beneficiaries” in the broader sense with non-monetary benefits and not expected to benefit from increased household incomes as a result of the project, as defined by MCC.

ESRP Beneficiary Analysis

The Electricity Sector Reform Project is likely to affect mainly households that already have connections to the electrical grid. About 58% of households have an electrical connection, and they are slightly less poor than population of Freetown as a whole. A higher percentage of customers are connected in the central and western parts of the city.

WSRP Beneficiary Analysis

The Water Sector Reform Project broadly is expected to affect households that obtain their water from GVWC sources, such as piped connections or public standpipes/kiosks connected to the GVWC network. Approximately 75% of households in Freetown receive their water from GVWC sources, according to the 2011 Sierra Leone Integrated Household Survey. GVWC connections and standpipes are more common in western and central Freetown than in the eastern part of the city, which is where many new migrants are settling. As might be expected, poverty rates are higher among households using public standpipes than among users with piped connection or who obtain or purchase water from other sources. The characteristics of the people affected by the DMA activities will largely depend on the location chosen for the DMA, but these statistics give a general idea of the profile of water users throughout Freetown.

MONITORING COMPONENT

Summary of Monitoring Strategy

The Threshold Program will be monitored systematically and progress reported regularly through the indicator tracking table (ITT). There are four levels of indicators that follow from the program logic framework: (i) process, (ii) output, (iii) outcome, and (iv) goal. The various indicator levels are mapped out of the program logic and thus allow Project developers and managers to understand to what extent planned activities are likely to achieve their intended objectives. Often, most outcome and goal indicators are not monitored during the life of the Threshold Program, but rather are reported through evaluations after the Threshold Program is complete. Those levels of results typically take longer to be achieved.

Monitoring data will be analyzed regularly to allow MCCU and MCC to make programmatic adjustments as necessary with a view towards improving the overall implementation and results of the Program.

Goal indicators measure the economic growth and poverty reduction that occur during or, most likely, after implementation of the program. For Threshold Programs, goal indicators will typically be a direct measure of local income and are typically measured through post threshold evaluations. Outcome indicators measure the intermediate effects of an Activity or set of Activities and are directly related through the Program Logic to the output indicators. Output indicators directly measure Project Activities. They describe and quantify the goods and services produced directly by the implementation of an Activity. Process indicators measure progress toward the completion of Project Activities. They are a precondition for the achievement of Output Indicators and a means to ascertain that the work plan is proceeding on time.¹

MCC has introduced common indicators for external reporting across all MCC Threshold. The common indicators relevant to the MCCU Threshold are included in this M&E Plan.

The Threshold outlines the initial indicators for the Program in Schedule A in Annex I. The M&E Plan builds on this information with additional indicators developed by MCC, MCCU, and implementing partners in the early stage of project implementation.

The Indicator Definition Table provides relevant details for each indicator by Project and can be found in Annex I. It provides descriptions for the indicator structure by specifying each indicator's: (i) name; (ii) definition; (iii) unit of measurement; (iv) level of disaggregation; (v) data source; (vi) responsible party; and (vii) frequency of reporting.

¹ The indicator levels are formally defined in MCC's *Policy for Monitoring and Evaluation of Compacts and Threshold Programs*.

To ensure that the Program is on track to meet its overall goals and objectives, the monitoring indicators will be measured against established baselines and targets other types of analysis, and project planning documents. The targets reflect the underlying assumptions made in program design about what each activity will likely achieve. Baselines and target levels for each indicator are defined in Annex II.

Modifications to the indicators have been made according to MCC M&E Policy. These modifications are documented in Annex III of this M&E Plan. Indicators may need additional modifications in future versions of the M&E Plan, and those changes should be duly document according to MCC M&E policy.

MCCU and MCC may establish baselines and end of Program results for those indicators that are not monitored by way of systematic data collection activities such as surveys and qualitative data collection.

The MCCU M&E Director shall consult and assist implementing entities in setting up their data collection plan and reporting templates.

Data Quality Reviews

Data quality is the primary responsibility of the MCCU-Sierra Leone staff, led by the M&E Director. The Director, other MCCU staff, as appropriate, and implementing entities should regularly check data quality. The M&E Director should verify that all reported data has appropriate source documentation and that calculations have been done correctly. The MCCU M&E Director will conduct field visits on a regular basis or whenever requested by MCC, to review the quality of the data gathered through this M&E Plan. MCCU may hire individual data quality monitors to monitor data collection and quality, as needed.

In addition to regular data quality checks by MCA staff, independent Data Quality Reviews (DQRs) will be conducted in accordance with the requirements of the MCC M&E Policy.

The objectives of DQRs are to assess the extent to which data meets the standards defined in the MCC M&E Policy in the areas of validity, reliability, timeliness, precision and integrity. DQRs will be used to verify the consistency and quality of data over time across implementing agencies and other reporting institutions. DQRs will also serve to identify where the highest level of data quality is not possible, given the realities of data collection.

The particular objectives for the DQRs will include identification of the following parameters: i) what proportion of the data has quality problems (completeness, conformity, consistency, accuracy, duplication, integrity); ii) which of the records in the dataset are of unacceptably low quality; iii) what are the most predominant data quality problems within each indicator; iv) what are the main reasons

behind low quality; and v) what steps can be taken to improve data quality.

MCCU-Sierra Leone will contract an independent data quality reviewer in compliance with MCC Program Procurement Guidelines. The entity responsible for data quality reviews should be hired in the first year of the Threshold Program.

Standard Reporting Requirements

Reporting to MCC: Quarterly Disbursement Request Package

Performance reports serve as a vehicle by which the MCCU Management informs MCC of implementation progress and on-going revisions to Project work plans. Currently, MCC requires that MCCU submit a Quarterly Disbursement Request Package (QDRP) each quarter. The QDRP must contain an updated Indicator Tracking Table (ITT) and a narrative report. A complete ITT presents the preceding quarters' indicator actuals and current quarter indicator progress against targets set forth in this M&E Plan. The ITT is the source for MCC's internal and external reporting on indicator progress.

Additional guidance on reporting is contained in MCC's [Guidance on Quarterly MCA Disbursement Request and Reporting Package](#).

Reporting to MCA and Local Stakeholders

Even though the QDRP is required to be sent to MCC, MCCU should also use these reports and the data included in them to assess progress and performance internally. The M&E teams attempt to align MCC and MCCU reporting so that data is used to inform decision-making at both levels.

EVALUATION COMPONENT

Summary of Evaluation Strategy

While good program monitoring is necessary for program management, it is not sufficient for assessing ultimate results. Therefore, MCC and MCCU will use different types of evaluations as complementary tools to better understand the effectiveness of its programs. As defined in the MCC M&E Policy, evaluation is the objective, systematic assessment of a program's design, implementation and results. MCC and MCCU are committed to making the evaluations as rigorous as warranted in order to understand the causal impacts of the program on the expected outcomes and to assess cost effectiveness. This Evaluation Component contains three types of evaluation activities: (i) independent evaluations (impact and/or performance evaluations); (ii) self-evaluation; and (iii) special studies: each of which is further described below. The results of all evaluations will be made publicly available in accordance with the MCC M&E Policy.

Independent Evaluations

According to the MCC M&E Policy, every Project in a Threshold Program must undergo a comprehensive, independent evaluation (impact and/or performance). The next section on Specific Evaluation Plans will describe the purpose of each evaluation, methodology, timeline, and the process for collection and analysis of data for each evaluation. All independent evaluations must be designed and implemented by independent, third-party evaluators, which are hired by MCC. If the MCCU-Sierra Leone wishes to engage an evaluator, the engagement will be subject to the prior written approval of MCC. Contract terms must ensure non-biased results and the publication of results.

For each independent evaluation, MCCU and relevant stakeholders are expected to review and provide feedback to independent evaluators on the evaluation design reports, evaluation materials (including questionnaires), baseline report (if applicable), and any interim/final reports in order to ensure proposed evaluation activities are feasible, and final evaluation products are technically and factually accurate. MCC's evaluation review process will follow the guidelines outlined in the MCC M&E Policy.

Threshold Program Mid-Term Evaluation

MCCU plans to carry out a mid-term review of the Threshold Program. This mid-term review will assist MCCU MCC and the various program stakeholders to take stock of the first two years of the implementation of this program and assess the progress made in meeting the objectives of the Threshold. The results of this evaluation will help MCCU and the stakeholders to define the directions that will achieve the expected objectives of the Threshold.

Themes and questions that will be addressed as part of this evaluation include (but are not limited to) the following:

- Identifying potential issues related to project design (objectives, strategy, products and activities);
- Understanding whether the design and implementation of the Program achieved the stated objectives;
- Measuring progress to-date in achieving objectives, outputs and expected impacts;
- Identifying which activities pose a major risk to the achievement of results during the Threshold period;
- Identifying strengths and weaknesses in project implementation;
- Assess the extent to which the program's management and implementation procedures help to achieve the objectives of the Threshold Program by the end of the Threshold;
- Assess the sustainability of project results in view of project design and management; and
- Identify lessons learned to date and make recommendations on the design, management and implementation strategies for the remainder of the Program in order to maximize the impact of the Program both during the Threshold and post-Threshold.

Special Studies and Monitoring Activities

Either MCC or MCCU may request special studies or ad hoc evaluations of Projects, Activities, or the

Program as a whole prior to the expiration of the Threshold Program Term. These studies are designed to provide management and staff, project implementers, beneficiaries, and other stakeholders with performance information about Program implementation and results that will not be solely generated from performance monitoring or independent evaluations.

The MCCU intends to conduct a special study on the following topics:

- Follow up with beneficiary entities on the issues identified in the min-term review to assess how MCCU has worked with them to address implementation issues and to get implementing entities perspective about the value of benefit they have received from the THP intervention.
- A deep dive into the processes and effectiveness of the Twinning Program with Ghana Water Company Ltd for the WSRP and the Volta River Authority for the ESRP for building capacity within the utilities. This study will explore the similarities and differences in the approaches taken by each project, the perspectives of the participants and the challenges and lessons that can inform implementation of a similar efforts.
- For the WSRP, a special study is planned to assess factors related gender based violence in Freetown and specifically around fetching water in the targeted project area. This study will involve document reviews and reviews of extant data on incidence of GBV and attempt to understand the kinds of investments and interventions that are occurring at the socio-political level in terms of responding to GBV, and mapping out resources that GVWC can use in addressing GBV tied to water fetching at its kiosks. The first assessment will be conducted in 2018 and a follow-up at the end of the Threshold Program.

MCC would like to maximize its learning from the DMA Activity and intends to establish a partnership agreement with the University of Colorado to use innovative technologies to collect and use high frequency monitoring (HFM) data to understand a range of indicators related to the service levels of these kiosks and how they improve access to water in the project DMAs. Data from this effort will help MCCU and GVWC to monitor the kiosks, and serve as inputs for the independent evaluation.

Self-Evaluation

Upon completion of each Threshold program, MCCU-Sierra Leone will produce the Threshold Completion Report (TCR) to document and reflect on implementation and lessons learned. The MCCU-Sierra Leone staff will draft the TCR in the last year of program implementation. It should be noted that each department will be responsible for drafting its own section to the report for its own activities, subject to cross-departmental review.

Specific Evaluation Plans

Summary of Specific Evaluation Plans

A performance evaluation will contribute to understanding of the outcomes of the Threshold Program on the water and electricity sectors, including the implementing/beneficiary entities. While a quasi-experimental evaluation will help to assess the effectiveness of the activities implemented in the DMA.

The following table summarizes specific evaluation plans for the Threshold Program.

| Evaluation Name | Evaluation Type | Evaluator | Primary/ Secondary Methodology | Final Report Date |
|---|------------------------|------------------|---|--------------------------|
| Electricity Sector Reform Project | Performance | Social Impact | Mixed methods (Document review, KII, FGD, observations) Process mapping | 2023 |
| Water Sector Reform Project | Performance | Social Impact | Mixed methods (Document review, KII, FGD, observations) Process mapping | 2023 |
| District Metering Area and Kiosk Demonstration Activity | Performance | Social Impact | Time Series Comparative analysis | 2023 |

MCC has contracted Social Impact to conduct an independent evaluation of the Threshold Program and is in the process of designing the evaluation. As a result not all details of the evaluation design are available at this time. The evaluators will conduct a performance evaluation of the Water Sector and Electricity Sector Reform Projects and the including the Regulatory reform project. The evaluation will assess the extent to which the Threshold has had an impact on the implementing entities' strategic planning and business operations. It will look at the financial viability of the utilities in each sector as well as the sustainability of transformations initiated and results. These outcomes will be evaluated interim and end line basis with interim data collection estimate to take place in late 2020 and end line data collection two years later in 2022.

The WSRP is piloting a DMA and Kiosk Demonstration activity which consists of two discrete portions of the GVWC distribution system that can be physically isolated from the rest of the system, in which GVWC service and operations can be optimized. These are intended to be achieved through monitoring and reducing Non Revenue Water; reducing or eliminating informal, unmetered connections; understanding water use rates; piloting billing and collection approaches, among other operation and management strategies. The DMA will serve as an opportunity to test approaches to all aspects of service provision and will serve as a proving ground for innovation with the objective of replicating and institutionalizing lessons learned from the DMA.

In 2018, two DMAs (Aberdeen and Kingtom) were selected for project intervention, with a third DMA (Cockle Bay) selected as a potential comparison area. The DMAs were selected through a purposive multi-step process that considered several key criteria including the level of difficulty and costs of isolating the area, the level of water supply in the areas, the extent to which land acquisition or physical displacement could be minimized and how DFID's large scale rehabilitation of the network would impact an area.

The evaluation will of this activity will include a time series analysis of system level administrative, metering and customer billing data to determine whether the design and implementation of non-revenue water reduction strategies with GVWC within the DMA, including an outreach and communication plan for illegal connections, will lead to a commercially viable entity. A comparative study is also proposed to assess household level changes in the project DMAs related to reliability and quality of service.

The following list of evaluation questions is preliminary and subject to change.

Evaluation Questions for the Electricity and Water Reform Projects and the Regulatory Strengthening Project

1. Were the Activities/Sub-Activities implemented as designed? What were the challenges and successes in implementing the reform activities in the sectors?
2. To what extent did the Projects/Activities accomplish the desired outputs and outcomes outlined in the program logics? For the ESRP this should include but is not limited to: improved financial relationship between EGTC and EDSA, improved efficiency at targeted substations and generation facilities, etc.; and for the WSRP: operation and maintenance conducted more regularly and effectively, billings and collections increased, and improved responsiveness to customers.
3. To what extent has coordination and planning within the water and electricity sectors improved as a result of THP activities?
4. What evidence is there that EGTC, EDSA and GVWC are becoming financially viable as a result of the THP activities? To what extent do these entities operate on principles that allow for cost recovery? Has cost of service improved?
5. What are the impacts of the THP activities on business operations and strategic planning within EGTC, EDSA and GVWC? How well did EGTC, EDSA and GVWC institutionalize (into the organization's culture and behaviors) the transformations that took place under the THP?
6. How useful was the THP's "dry run" (tariff development process) for helping to establish the tariffs in the water and electricity sectors? What were the challenges and successes in this process? To what extent does the tariff structure adopted allow for cost recovery of the utilities in the sector?
7. What lessons can be learned from the implementation of the RSP? What is the impact of the results-based financing process on improving EWRC capacity to effectively monitor utilities in the water and electricity sectors? What is the impact of the results-based financing process on the operational and financial efficiency of the utilities? To what extent are the results achieved under this Sub-activity sustained beyond the THP?
8. How sustainable are the outcomes of the projects and activities and why (e.g. around sector coordination, utility financial, commercial and operational improvements, etc.)? How was sustainability planning done during implementation and what best practices and lessons learned can be drawn from that process?

District Metering Area and Kiosk Demonstration Activity

9. Were the activities in the DMA and Standpipe Demonstration Activity effective at reducing NRW, and if so, which activities were the most effective?
10. How did the activities piloted impact service reliability, cost of water, water quality, water collection times, consumer citizenship attitudes and behaviors and satisfaction with water service in the targeted DMA? What evidence is there that the technical assistance provided to GVWC resulted in increased capacity to affect outcomes related to gender and social equity in the DMA?
11. What is the impact of the DMA Activity on standpipe management, the levels of water service provided by the developed/rehabilitated standpipes under the THP and post-THP (e.g. hours of water, water quality, etc.)? How does the private sector approach to standpipe management (MCC-sponsored kiosks or networks) compare to other standpipe management approaches (e.g., community managed kiosks or networks) in terms of service reliability, maintenance, cost to households and revenues for GVWC?
12. Are there systems and results in the DMA around NRW and the standpipe pilot that can be sustainably replicated to other GVWC service areas? What factors/indicators are critical to ensure successful replication?

Evaluation Methodology Description

The evaluation methodology is to be determined and will be defined in consultation with the evaluator when contracted. The performance evaluation may include reviews of administrative and financial data and collection of qualitative data from the implementing entities and key stakeholders in the sector.

Data Sources

ESRP and RSP Primary Data Collection

| Survey Name | Quantitative or Qualitative | Define Sample | Sample Size | Number of Rounds | Exposure Period (months) | Expected Dates of Primary Data Collection |
|--|---------------------------------|---|-------------|------------------|--------------------------|---|
| Secondary utility data and project documentation | Quantitative Qualitative | MCCU & consultants | TBD | 2 | TBD | Interim: 2020 End line: 2022 |
| Qualitative data collection and observations | Qualitative | MCCU & consultants, EGTC, EDSA, EWRC, Ministry of Energy, | TBD | 2 | TBD | Interim: 2020 End line: 2022 |

| | | | | | | |
|--|--|---------------------------|--|--|--|--|
| | | Sector steering committee | | | | |
|--|--|---------------------------|--|--|--|--|

WSRP and RSP Primary Data Collection

| Survey Name | Quantitative or Qualitative | Define Sample | Sample Size | Number of Rounds | Exposure Period (months) | Expected Dates of Primary Data Collection |
|--|-----------------------------|--|-------------|------------------|--------------------------|---|
| Secondary data and project documentation | Quantitative Qualitative | MCCU & consultants | TBD | 2 | TBD | Interim: 2020 End line: 2022 |
| Qualitative data collection | Qualitative | MCCU & consultants, GVWC, EWRC Ministry of Water Resources, Sector steering committee | TBD | 2 | TBD | Interim: 2020 End line: 2022 |

DMA & Kiosk Demonstration Primary Data Collection

| Survey Name | Quantitative or Qualitative | Define Sample | Sample Size | Number of Rounds | Exposure Period (months) | Expected Dates of Primary Data Collection |
|-----------------------------|-----------------------------|-------------------------------------|-------------|------------------|--------------------------|---|
| DMA survey | Quantitative | DMA households | 670 | 2 | TBD | Interim: 2020 End line: 2022 |
| Sensor/meter data | Quantitative | DMA flow meters pressure loggers | TBD | 2 | TBD | Interim: 2020 End line: 2022 |
| Qualitative data collection | Qualitative | Kiosk operators | TBD | 2 | TBD | Interim: 2020 End line: 2022 |

IMPLEMENTATION AND MANAGEMENT OF M&E

Responsibilities

The MCCU M&E Unit will be composed of an M&E Director who will have the key responsibility

of leading and managing all M&E activities. Additionally, the M&E Unit will hire short-term support on an as needed basis. The M&E Unit will carry out, or hire contractors to complete the following and other related activities:

- Direct implementation of all activities laid out in the M&E Plan and ensure all requirements of the M&E Plan are met by MCCU;
- As the champion of results based management, the M&E Unit will take steps to foster a results oriented culture throughout MCCU and its implementing partners – this includes making sure that M&E information is used by the MCCU management and project teams to improve Threshold performance (feedback loop).
- Ensure that the M&E Plan is modified and updated as improved information becomes available;
- Elaborate and document M&E Policies, Procedures and Processes in a guidance document to be used by all MCCU-Sierra Leone staff and project implementers;
- Communicate the M&E Plan and explain the M&E system to all key stakeholders involved in the Threshold, particularly project implementers, to ensure a common understanding by all. This could take the form of orientation and capacity building sessions and could focus on issues as:
 - Explaining indicator definitions, data collection methods and timing/frequency of data collection and reporting,
 - Data quality controls and verification procedures,
 - Impact evaluation questions and methodology, etc.;
- Develop and use a documentation system to ensure that key M&E actions, processes and deliverables are systematically recorded. This may be accomplished either as part of the M&E information system or independently. The documentation may encompass the following elements:
 - Indicators and material evidence for reported values
 - M&E Plan versions
 - Reporting manuals and templates
 - Key M&E deliverables including TORs, contracts/agreements, data collection instruments, reports/analyses, etc.;
- Develop (with the Press and Communications Officer, Stakeholder Engagement and Resettlement) and implement a systematic results dissemination approach that draws on verified ITT data;
- Organize and oversee regular independent data quality reviews on a periodic basis to assess the quality of data reported to MCCU;
- Participate in project monitoring through site visits, review of project reports and analysis of performance monitoring and other data;
- Update the M&E work plan periodically;
- Manage the M&E budget efficiently;
- Contribute to the design of the evaluation strategy;
- Collaborate with the procurement team to prepare and conduct procurement of M&E contracts;
- Ensure that data collection mechanisms are designed to collect data disaggregated by gender and

other dimensions, as applicable and practical, and that the findings are presented at the appropriate disaggregated level; and

- Ensure data collection, storage, and dissemination activities maximize protection of confidentiality of survey respondents' personally identifiable information. This may require:
 - Facilitating local Institutional Review Board clearance for data collection
 - Using lock and key cabinets for paper files,
 - Using secure file transfer systems,
 - Encrypting data files,
 - Employing password protection on data systems and data encryption,
 - Requiring signed acknowledgements of roles and responsibilities,
 - Requiring relevant stakeholders to sign non-disclosure agreements, and
 - Incorporating data protection standards into the organization's records management procedures, or if necessary, developing records management procedures that include such standards.

The M&E Director will be a part of MCCU's internal Management Unit, comprised of the MCCU CEO, COO and the Program Officers. Collaboration with the procurement team will be very important to prepare and conduct timely procurement of M&E related contracts as well as ensuring that other implementation contracts contain necessary data reporting provisions.

Seminars, workshops, elaboration and distribution and dissemination of M&E materials shall be conducted in close cooperation with the MCCU Communications Unit.

In order to prepare for post-Threshold monitoring by the Government, the MCCU M&E Unit should identify a post-Threshold point of contact (POC) for MCC early on in the program and work with that POC to build understanding of the MCC program and monitoring process. This POC should be part of the Government entity that will commit to continuing M&E of Threshold Program investments after the Threshold Program End Date. The M&E Unit should also identify the stakeholders that will be responsible for reviewing evaluation reports that are delivered post-Threshold to ensure that the relevant project stakeholders review and provide feedback prior to the publication of final reports.

MCA Management Information System for Monitoring and Evaluation

MCC does not require the Threshold Programs to report using the MCC MIS.

Review and Revision of the M&E Plan

The M&E Plan is designed to evolve over time, adjusting to changes in program activities and improvements in performance monitoring and measurement. In the fourth quarter of every year of the threshold, or as necessary, the M&E Director of MCCU and representatives of MCC M&E staff will review how well the M&E Plan has met its objectives. The review is intended to ensure that the M&E

Plan measures program performance accurately and provides crucial information on the need for changes in Program design. More specifically, the review:

- Ensures that the M&E Plan shows whether the logical sequence of intervention outputs and outcomes are occurring;
- Checks whether indicator definitions are precise and timely;
- Checks whether M&E indicators accurately reflect program performance;
- Updates indicator targets, as allowed by the MCC M&E Policy; and
- Adds indicators, as needed, to track hitherto unmeasured results.

The M&E Plan will be revised by MCCU in agreement with MCC M&E, when the need for change has been identified in the review. The revision and approval process will follow the guidelines outlined in the MCC M&E Policy.

M&E BUDGET

The budget for the implementation of the proposed M&E activities for the four-year term of the threshold program is US\$1,665,000 million. The M&E budget does not include the M&E staff in the MCCU Management Unit whose salaries and field trips are included in the administrative budget of the Threshold. The budget should not exceed the total amount over the period of the Threshold Program, but the distribution of funding between line items and years may be adjusted according to the results of the M&E Plan's reviews or quarterly if needed.

The independent evaluation design and analysis is to be funded directly by MCC resources for the carrying-out of evaluation surveys are allocated by MCCU from the Threshold funds.

| Sierra Leone Electricity Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|--|------------------|-----------------|--|--|---------------------|--------------------------|---|---|---------------------------|------------------------|---|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measurement | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Sector Roadmap and Coordination Activity | | | | | | | | | | | |
| Sectoral roles and responsibilities clearly defined; Develop updated electricity policy and action plan | | Output | Sector Roadmap approved | Sector Roadmap approved by Sector Steering Committee members and sponsors | Date | Date | None | Minutes of Steering Committee meeting | ESRP Director | Once | |
| Sectoral roles and responsibilities clearly defined; Develop updated electricity policy and action plan | | Output | Revised Sector Roadmap approved | Revised Sector Roadmap approved by the Government of Sierra Leone | Date | Date | None | Revised sector roadmap document | ESRP Director | Once | Ministry of Energy is using the revised Roadmap. Roadmap was revised to incorporate the new governments priorities. |
| Increased quantity of interaction among sector stakeholders for monitoring reform process; Improved sector coordination and planning | | Output | Number of Steering Committee meetings conducted | Number of Sector Steering Committee meetings held to assess sector reform process | Number | Cumulative | None | Minutes of Steering Committee meeting | ESRP Director | Quarterly | Steering Committee meetings are expected to occur monthly. |
| Oversight practices for generation, transmission, and distribution | | Output | Training program conducted for board members of EGTC | Training done to enhance capacity of board members of EGTC | Date | Date | None | Training reports and manuals | ESRP Director | Once | EGTC and EDSA Board members were trained. As part of the sustainability plan for knowledge transfer, Company secretaries of the entities were trained so that they can roll out the trainings to new board members. Since the training board members have changed. |
| Oversight practices for generation, transmission, and distribution; Board oversight of EDSA management contractor conducted efficiently | | Output | Training program conducted for board members of EDSA | Training done to enhance capacity of board members of EDSA | Date | Date | None | Training reports and manuals | ESRP Director | Once | EGTC and EDSA Board members were trained. As part of the sustainability plan for knowledge transfer, Company secretaries of the entities were trained so that they can roll out the trainings to new board members. Since the training board members have changed. |
| WTP measured | | Output | Willingness and Ability to Pay Study approved | Willingness and Ability to Pay Study approved by Sector Steering Committee | Date | Date | None | Minutes of Steering Committee meeting | ESRP Director | Once | This study is linked with the work that will be done under the Regulatory Strengthening Project on developing a tariff process. (This is done under the Contract for the Sector Roadmap and Coordination) |
| Organized tender process for power sector investments taken to market; Improved power sector investment solicitation process | | Output | Power Sector Investment framework approved | Power Sector Investment framework approved by Sector Steering Committee | Date | Date | None | Minutes of Steering Committee meeting | ESRP Director | Once | |
| Financial sustainability plan | | Output | Financial sustainability plan approved by Steering Committee | Financial sustainability plan for the sector, detailing current and future GoSL financial support to the sector, approved by Sector Steering Committee | Date | Date | None | Minutes of Steering Committee meeting | ESRP Director | Once | Should feed into the initial tariff review process and includes position on tariff levels and GoSL approach to phased reduction of support to the system. |
| Activity 2 Institutional Capacity Building Activity | | | | | | | | | | | |
| Organizational structure and operating policies and procedures for EGTC established; Training and mentoring conducted in core technical capacities; Strategy for | | Output | EGTC business plan approved | EGTC business plan approved by EGTC Board and Sector Steering Committee | Date | Date | None | Minutes of Steering Committee/board meeting | EGTC- DG | Once | |
| Substations, generation and transmission facilities operated more efficiently | P-13 | Outcome | Maintenance expenditure-asset value ratio | Actual maintenance expenditures / Total value of fixed assets | Percentage | Level | Power Plant (Kington, Blackhall, Bumbuna) | Annual Financial report | EGTC Financial Controller | Annually | Calculation will be conducted with inputs in Leones. The numerator is paid in Leones, and the denominator is paid in USD, but it is a one-time charge so converting the value to Leones will be simpler. Due to the volatility of the Leone exchange rate, the USD-Leone exchange rate must be reported in the Notes column each quarter. Data will come from financial statements. This will be aggregated by summing the inputs and calculating the total. |

| Sierra Leone Electricity Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|--|------------------|-----------------|--|---|---------------------|--------------------------|----------------|-----------------------------------|----------------------------------|------------------------|--|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measurement | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Financial viability of electricity sector improved | P-24 | Outcome | Operating cost-recovery ratio | Total revenue collected / Total operating cost. Total operating cost is defined as operating expenses plus depreciation. | Percentage | Level | None | Financial Report(EGTC) | EGTC Financial Controller | Annually | 1. Due Diligence consultants will provide baseline. 2. EDSA (distribution utility) generates a budget, and the government will pay some of it. Government also pays on an ad hoc basis for emergencies, MCC investments are aiming to regularize this. (This was prior to the MOU between EGTC and EDSA, when EDSA payed EGTC using a pass-through method) 3. Policy reforms are needed to bring down costs and increase the tariffs. 4. There will be a new 50 MW-generation facility reaching financial close at the end of this year, and should be running by 2019. 5. Revenue billed/collected is a bulk amount; disaggregate the revenue billed proportionately to the energy supplied from the power stations that service Freetown. 6. Disaggregation's were removed because Kingtom and Blackhall are now only used on an emergency basis. |
| Improved capacity to manage and operate substations, transmission, and generation facilities; Operational efficiency of EGTC improved | P-18 | Outcome | Transmission system technical losses | 1- [Total megawatt hours transmitted out from transmission substations / Total megawatt hours received from generation to transmission substations] | Percentage | Level | None | Generation Report | Head of Generation | Quarterly | There is only one transmission line from Bumbuna to Freetown substation, then to Kingtom. See the GoSL Energy Sector Strategy for maps of the transmission line as well as substations. Includes Bumbuna and Blackhall. Will eventually include Karr Power. This figure does not remove Addey, but we think it is a small amount. |
| Improved capacity to manage and operate substations, transmission, and generation facilities; Operational efficiency of EGTC improved | P-19 | Outcome | Distribution system losses | 1 – [Total megawatt hours billed / Total megawatt hours received from transmission]. | Percentage | Level | None | EDSA Commercial Department Report | EDSA Distribution System Manager | Quarterly | 1. The 11kv substations are: Falcon Bridge, Kingtom, Congo Cross, Brookfields, Wilberforce, Goderich, Regent and Wellington (also on page 11 of the GoSL Energy Sector Strategy) 2. Takes the entire network into consideration |
| Financial viability of electricity sector improved | | Outcome | Collection ratio | Revenue collected/billed revenue | Ratio | Level | None | EGTC | EGTC Account Department | Quarterly | |
| Financial viability of electricity sector improved | | Outcome | Total revenue earned by EDSA from customers | Total revenue collected by EDSA from sale of electricity to customers | US Dollars | Level | None | EDSA Commercial Department Report | EDSA | Quarterly | |
| Substations and generation facilities operated more efficiently | | Outcome | Average kWh/liter of fuel at Kingtom Plant | Average kWh/liter of fuel used for operations at Kingtom Plant, measured as a quarterly average | Rate | Level | None | Generation Report | Head of Generation | Quarterly | 1. Also known as heat rate. 2. Based on heavy fuel oil (diesel only use to start the generator) 3. Kingtom is now only running on an emergency basis so we will not have quarterly data on this. |
| Substations and generation facilities operated more efficiently | | Outcome | Average kWh/liter of fuel at Blackhall Plant | Average kWh/liter of fuel used for operations at Blackhall Plant, measured as a quarterly average | Rate | Level | None | Generation Report | Head of Generation | Quarterly | 1. Also known as heat rate. 2. Based on heavy fuel oil (diesel only use to start the generator) 3. Blackhall is now only running on an emergency basis so we will not have quarterly data on this. |
| Consumer census and asset valuation completed | | Output | GIS-linked Consumer Census completed | GIS-linked Consumer Census completed by contractor and approved by the ESRP Director. | Date | Date | None | Consultant Report | ESRP Director | Once | |
| Organized tender process for generation taken to market | | Outcome | Power Sector Investment solicitation process implemented | IPP solicitation process implemented by EWRC and PPP through the Roadmap process | Date | Date | None | Report of Sector Road map | EWRC and PPP | Once | 1. Organizer of tender TBD based on Roadmap decisions |

| Sierra Leone Electricity Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|---|------------------|-----------------|--|---|---------------------|--------------------------|--|---|--------------------------------------|------------------------|--|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measurement | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Load forecast conducted | | Output | Load Forecast Study approved | Load Forecast Study approved by appropriate sector actors | Date | Date | None | Consultant Report | ESRP Director | Once | |
| Integrated resource plan approved and implemented | | Output | Integrated Resource Plan completed | Comprehensive plan that lays out a clear framework of generation, transmission and distribution with their associated cost/resources for effective implementation | Date | Date | None | Consultant Report | ESRP Director | Once | 1. The Master Plan involves sector planning after the unbundling described in the roadmap. Previously, the utility was part of the government. As the government semi-privatizes the utility, they need to establish plans for coordinating the sector. The load forecast is typically handled by distribution utility, and the generation master plan is usually done by the generation/transmission utility. This is coordinated by coordination units established after the roadmap is completed. |
| Operational information used in EDSA planning and decision-making | | Output | Financial Assessment Report of EDSA produced | Financial assessment report produced by an external firm (when EDSA management and Board approves the report) | Date | Date | None | Consultant Report | ESRP Director | Once | |
| Training and mentoring conducted in core technical capacities; Improved capacity to manage and operate substations, transmission, and generation facilities | | Output | People trained in MCC supported capacity building activities | Number of people trained under the Sierra Leone Threshold program in core technical capacities | Number | Cumulative | (A) Female/Male (B) EGTC/EDSA/Other | Training Attendance sheets; Accounting Payment Receipts | ESRP Director; Accounting Department | Quarterly | This includes training done by external consultants. |

| Sierra Leone Water Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|--|------------------|-----------------|--|--|-----------------|--------------------------|--|--|-------------------|------------------------|---|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| | | Process | Value of signed water and sanitation technical assistance contracts | The value of all signed technical assistance contracts, including resettlement action plans, for water and sanitation investments using Threshold Program funds. | US Dollars | Cumulative | None | MCCU | WSP Director | Quarterly | |
| | | Process | Value disbursed of water and sanitation technical assistance contracts | The amount disbursed of all signed technical assistance contracts, including resettlement action plans, for water and sanitation investments using Threshold Program funds, | US Dollars | Cumulative | None | MCCU | WSP Director | Quarterly | |
| | | Process | Percent disbursed of water and sanitation technical assistance contracts | The total amount of all signed technical assistance contracts, including resettlement action plans, for water and sanitation investments disbursed divided by the total value of all signed contracts. | Percentage | Cumulative | None | MCCU | WSP Director | Quarterly | |
| Sector Roadmap and Coordination Activity | | | | | | | | | | | |
| Develop water sector roadmap and action plan; Improved sector coordinaton and planning | | Outcome | Urban Water Sector Roadmap approved | Urban Water Sector Roadmap approved by Sector Steering Committee members and sponsors | Date | Date | None | MCCU Minutes of Steering Committee meeting | WSP Director | Once | |
| Increased quantity of interaction among sector stakeholders | | Outcome | Number of Steering Committee meetings conducted | Number of Sector Steering Committee meetings held to assess sector reform process | Number | Cumulative | None | MCCU Minutes of Steering Committee meeting | WSP Director | Quarterly | |
| Improved sector coordination and planning | | Outcome | Annual Sector Review completed | Number of annual progress review of activities in the water sector. | Number | Level | None | MCCU | WSP Director | Annual | |
| GVWC Institutional Strengthening Activity | | | | | | | | | | | |
| Billings and collections increased | | Outcome | Total number of registered customers | Total number of registered GVWC customers | Number | Level | Customer class (Residential, Government, Commercial, and Institutions) | GVWC Customer Register | GVWC | Quarterly | GVWC has four main categories of customers. Residential, Government, Commercial, and Institutions. |
| Billings and collections increased | | Outcome | Collection Ratio | "Cash income" divided by "Billed revenue" expressed as a percentage. (IBNET indicator 23.2) | Ratio | Level | Customer class (Residential, Government, Commercial, and Institutions) | GVWC Management Report | GVWC | Annual | The effectiveness of the collections process is measured by the amount of outstanding revenues at year end compared to the total billed revenue for the year, in day equivalents, and by the total amount collected as a percentage of the billed amount. |
| Billings and collections increased | | Outcome | Collection Period | "Year-end accounts receivable" divided by "Total annual operating revenues", times 365. (IBNET indicator 23.1) | Days | Level | None | Audited Financial Statements | GVWC | Annual | |

| Sierra Leone Water Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|--|------------------|-----------------|--|---|-----------------|--------------------------|--|---|-------------------|------------------------|---|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| O&M conducted more regularly and effectively | | Outcome | Maintenance Expenditure-Asset Value Ratio | Actual maintenance expenditures / total value of fixed assets | Ratio | Level | (A) System point (Treatment plant/Network/Dam/Reservoir) | Audited Financial Statements | GVWC | Annual | Maintenance is defined using the financial/accounting definition. (Above a certain amount maintenance expenditures are classified as capital investment.) We will be able to report on this indicator once the asset valuation has been completed. |
| Financial viability of GVWC improved | WS-10 | Outcome | Operating cost coverage | Total annual operational revenues divided by total annual operating costs. | Percentage | Level | None | Audited Financial Statements | GVWC | Annually | (IBNET Indicator 24.1) (Calculation: $OPC = R/C$ where OPC = Operation Cost Coverage, R = Total Annual Operational Revenue and C = Total Annual Operational Cost (including maintenance)). |
| Interaction with and responsiveness to customers improved | | Outcome | Time taken to resolve problems | Average time elapsed between submission of a customer service complaint and resolution of the problem. (AquaRating Indicator SQ4.9) | Hours | Level | None | Report from GVWC Commercial Department | GVWC | Quarterly | 1. Targeted in the intervention. |
| Increased consumer awareness of and pressure for quality service from GVWC | | Outcome | Rate of customer service complaints | (Quarterly number of complaints/quarterly number of customers)*100 | Percentage | Level | None | Report from GVWC Commercial Department | GVWC | Quarterly | Aquarating indicators look at the number of customers on an annual basis; this indicator is based on number of customers on a quarterly basis. The quarterly number of customers is based on the number of customers in the last month in the quarter. |
| Reports of petty corruption reduced (through Pay No Bribe platform) | | Outcome | Reports of corruption through Pay No Bribe platform | Number of reports of corruption in water service submitted through the Pay No Bribe platform | Number | Level | None | PNB report | GVWC | Quarterly | |
| Training conducted and strategy developed for improved: O&M, financial management, billing & collections, commercial policy, planning, asset inventory | | Output | People trained in MCC supported capacity building activities | Number of people trained under the Sierra Leone Threshold program in core technical capacities | Number | Cumulative | Institution (Guma, Other) | Training Attendance sheets; Accounting Payment Receipts | MCCU | Quarterly | |
| Increased consumer awareness of and pressure for quality service from GVWC; Behavior change communication and social marketing conducted on customer citizenship behaviors | | Output | Number of consumer education initiatives conducted | Number of consumer education and marketing campaigns conducted by GVWC | Number | Cumulative | None | GVWC Management Report | GVWC | Quarterly | This includes customer outreach initiatives in the DMA. |
| Mapping of water system/customer base, condition assessment, and hydraulic model completed, including DMA identification through mapping and assessment | | Output | Mapping of water system completed | Mapping of water system completed by contractor and approved by the WSRP Director | Date | Date | None | Mapping contractor report | WSRP Director | Once | |

| Sierra Leone Water Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|---|------------------|-----------------|--|--|-----------------|--------------------------|--|------------------------------------|-------------------|------------------------|---|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Mapping of water system/customer base, condition assessment, and hydraulic model completed, including DMA identification through mapping and assessment | | Output | Condition assessment of water distribution system completed | Condition assessment of water distribution system completed by contractor and approved by the WSRP Director | Date | Date | None | Mapping contractor report | WSRP Director | Once | |
| Mapping of water system/customer base, condition assessment, and hydraulic model completed, including DMA identification through mapping and assessment | | Output | Condition assessment of treatment plant, transmission pipes, and dam completed | Condition assessment of treatment plan, transmission pipes, and dam completed by contractor and approved by the WSRP Director | Date | Date | None | Institutional Strengthening Report | WSRP Director | Once | |
| Mapping of water system/customer base, condition assessment, and hydraulic model completed, including DMA identification through mapping and assessment | | Output | Hydraulic modeling completed | Hydraulic modeling completed by contractor and approved by the WSRP Director | Date | Date | None | MCCU | WSRP Director | Once | |
| Increased consumer awareness of and pressure for quality service from GVWC; Interaction with and responsiveness to customers improved | | Output | Community Water Services Department established | The Community Water Services Department has 1) a clearly defined function with objectives, roles, and responsibilities, and 2) organogram and charter are developed | Date | Date | None | Institutional Strengthening Report | WSRP Director | Once | CP for second disbursement. |
| Increased consumer awareness of and pressure for quality service from GVWC | | Output | Community Water Services Department management plan developed | Community Water Services Department annual strategic action plan with budget approved by GVWC management. | Number | Level | None | Institutional Strengthening Report | WSRP Director | Annual | |
| DMA and Standpipe Demonstration Activity | | | | | | | | | | | |
| Reliability and quality of water consumed by households in the DMA improved | WS-12 | Outcome | Access to improved water supply | The percentage of households in the MCC project area whose main source of drinking water is a private piped connection (into dwelling or yard), public tap/standpipe, tube-well, protected dug well, protected spring or rainwater. This will be assessed in the DMA (which will be in an urban area.) | Percentage | Level | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) | DMA Survey | DMA Consultant | Baseline and Endline | DMA only. Improvements in the mangement and operation of standpipes may affect access to clean drinking water. |
| Reliability and quality of water consumed by households in the DMA improved | | Outcome | Percentage of population using safely managed drinking water services | Population using an improved drinking water source which is located on premises, available when needed and free of fecal (and priority chemical) contamination | Percentage | Level | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) | DMA Survey | DMA Consultant | Baseline and Endline | See Sustainable Development Goal 6.1. Sources for defining components: o Improved drinking water source – will be captured in ITT o Located on premises – will be captured from water source question o Available when needed – will need to get this from survey o Compliant with fecal (and priority chemical) standards – Fecal is in the ITT, chemical is not an issue in this context - Our data will not include fecal matter testing. |
| Reliability and quality of water consumed by households in the DMA improved | | Outcome | Percentage of the population using a basic water source | Percentage of population using an improved water source with a total collection time of no more than 30 minutes for a roundtrip including queuing | Percentage | Level | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) | DMA Survey | DMA Consultant | Baseline and Endline | |

| Sierra Leone Water Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|---|------------------|-----------------|---|---|---------------------------|--------------------------|---|------------------------------------|-------------------|------------------------|--|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| NRW reduced in pilot area | WS-8 | Outcome | Non revenue water | The difference between water supplied and water sold (i.e. volume of water "lost") expressed as a percentage of water supplied. | Percentage | Level | (A) DMA (Aberdeen/King Tom) (A.1) Technical losses/Commercial losses | Institutional Strengthening Report | GVWC | Annual | Tracked only within the DMA. |
| NRW reduced in pilot area; Improved bill payment by customers & standpipe operators | | Outcome | Registered customers in the project DMA | Total number of registered customers in the project DMA | Number | Level | (A) DMA (Aberdeen/King Tom) (A.1) New connections/Legalized customers/Other | EDAMS | GVWC | Quarterly | Tracked only within the DMA. |
| Reliability and quality of water supplied to households in the DMA improved | | Outcome | Continuity of service | Average hours of service per week for water supply. | Hours | Level | (A) DMA (Aberdeen/King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC- | Institutional Strengthening Report | GVWC | Quarterly | 1. Tracked only within the DMA. 2. The ration schedule changed after the baseline was conducted. 3. Public means standpipe |
| Reliability and quality of water supplied to households in the DMA improved | | Outcome | Days of service per week | Average number of days per week that customers receive water. | Days | Level | (A) DMA (Aberdeen/King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC- | Institutional Strengthening Report | GVWC | Quarterly | Tracked only within the DMA. |
| Reliability and quality of water supplied to households in the DMA improved | WS-14 | Outcome | Residential water consumption | The average water consumption in liters per person per day. | Liters per capita per day | Level | (A) DMA (Aberdeen/King Tom) (A.1) Water distribution point (GVWC sourced- | DMA Survey | DMA Consultant | Baseline and Endline | Tracked only within the DMA. |
| Reliability and quality of water supplied to households in the DMA improved | | Outcome | Water quality samples achieving fecal coliform standards | Percentage of water quality samples achieving fecal coliform standards | Percentage | Level | (A) DMA (Aberdeen/King Tom) (A.1) Water distribution point (GVWC sourced- | Water Quality Report | DMA Consultant | Baseline and Endline | Tracked only within the DMA. |
| Reliability and quality of water supplied to households in the DMA improved | | Outcome | Percentage of GVWC distribution points that meet regulatory standards for residual chlorine | Percentage of GVWC distribution points that meet regulatory standards (0.2 mg per liter) for residual chlorine | Percentage | Level | (A) DMA (Aberdeen/King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) | Water Quality Report | DMA Consultant | Baseline and Endline | 1. Tracked only within the DMA. 2. From a legal perspective, GVWC is responsible for all water, even if it is privately sold. 3. Private distribution point: GVWC-sourced; connection directly into property. 4. Public distribution point: GVWC-sourced; standpipes (In DMA, these would be the kiosks). |
| Reliability and quality of water supplied to households in the DMA improved | | Outcome | Time spent fetching water from home in last week | Average time spent gathering water, based on household water gathering activities performed during a one week period (one day recall). Time spent gathering water includes time spent getting to the closest water point, time queuing to wait for one's turn, time queuing to wait for water supply, time drawing/collecting water and | Hours/Week | Level | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) | DMA Survey | DMA Consultant | Baseline and Endline | |
| Improved bill payment by customers and standpipe operators | | Outcome | Payments made from standpipe entrepreneurs to GVWC | Average payment made by standpipe entrepreneurs to GVWC on a monthly basis | U.S. Dollars | Level | (A) DMA (Aberdeen/King Tom) | Institutional Strengthening Report | GVWC | Quarterly | The average payment is per standpipe entrepreneur/manager |
| Improved bill payment by customers and standpipe operators | | Outcome | Timeliness of payments made from standpipe entrepreneurs to GVWC | Percent of monthly payments made on or before due date by standpipe entrepreneurs to GVWC | Percentage | Level | (A) DMA (Aberdeen/King Tom) | Institutional Strengthening Report | WSRP Director | Quarterly | Total amount of payments made before the due date (based monthly billing)/total amount of the volume of water billed monthly by Guma |

| Sierra Leone Water Sector Reform Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|--|------------------|-----------------|---|--|-----------------|--------------------------|--|------------------------------------|----------------------|------------------------|---|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Financial viability of GVWC improved | | Outcome | Profits for standpipe entrepreneurs | Total earnings minus expenses | U.S. Dollars | Level | (A) DMA (Aberdeen/King Tom) | Institutional Strengthening Report | WSRP Director | Quarterly | |
| Customer satisfaction with water service increased | | Outcome | Customer satisfaction with supply reliability | Percent of households that are satisfied with water reliability (continuity of service). | Percentage | Level | (A) DMA (Aberdeen/King Tom) | DMA Survey | DMA Consultant | Baseline and Endline | 1. There will be a survey for this to collect a baseline. KAP is a statistically relevant baseline and endline survey. The KAP is in the TOR for the project. 2. This is limited to customer's perception about the quality of water. Customer perception about water quality might affect their willingness to pay. It does not require chemical test of quality. |
| Customer satisfaction with water service increased | | Outcome | Customer satisfaction with water quality | Percent of households that are satisfied with water quality. | Percentage | Level | (A) DMA (Aberdeen/King Tom) | DMA Survey | DMA Consultant | Baseline and Endline | 1. There will be a survey for this to collect a baseline. KAP is a statistically relevant baseline and endline survey. The KAP is in the TOR for the project. |
| Establish District Metering Area (DMA) within GVWC system | | Output | District Metering Area (DMA) established | District Metering Area (DMA) established through a process of negotiation and consensus-building with relevant stakeholders | Date | Date | None | MCCU | WSRP Director | Once | Tracked only within the DMA. |
| Standpipe entrepreneurs selected and financed, and standpipe pilots operational | | Output | Number of kiosks for which contracts have been signed | Number of kiosks for which contracts have been signed. Male/female disaggregation relates to the number of males or females who have signed a contract to operate a kiosk | Number | Level | (A) DMA (Aberdeen/King Tom) (A.1) Sex (Male/Female) | Institutional Strengthening Report | MCCU | Annually | Disaggregation by sex of owner. |
| Improved bill payment by customers and standpipe operators; NRW reduced in pilot areas | | Output | Customer meters installed | Number of customer meters installed in the DMA's | Number | Cumulative | (A) DMA (Aberdeen/King Tom) | Guma Customer Records | GVWC | Quarterly | |
| Leaks detected and repaired | | Output | Length of water pipes constructed | Total length in kilometers of water network pipelines that are newly constructed expanding the water distribution network, replaced or rehabilitated. This indicator should include all pipes within the transmission and distribution network. The pipes are considered "constructed" after handover to the utility by the contractor and once operational. | Kilometers | Cumulative | (A) DMA (Aberdeen/King Tom) | Consultant Reports | DMA works consultant | Quarterly | |
| Kiosks constructed | W-7 | Output | Water points constructed | The number of non-networked, stand-alone water supply systems constructed, such as: protected dug wells, tube-wells / boreholes, protected natural springs and rainwater harvesting / catchment systems. | Number | Cumulative | (A) DMA (Aberdeen/King Tom) | Consultant Reports | DMA works consultant | Quarterly | This indicator refers to kiosks constructed. |

| Sierra Leone Regulatory Strengthening Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|---|------------------|--|--|--|-----------------|--------------------------|-----------------|---|--|------------------------|---|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| | | Operational Support and Capacity Building Activity | | | | | | | | | |
| | | ELECTRICITY INDICATORS | | | | | | | | | |
| Training and mentoring conducted in core technical capacities (e.g. transmission O&M, generation operational management, cost of service measurement) | | Output | Training program conducted for board members of EWRC | Training done to enhance capacity of board members of EWRC | Date | Date | None | Training reports and manuals | EWRC | Once | |
| Training and mentoring conducted in core technical capacities (e.g. transmission O&M, generation operational management, cost of service measurement) | | Output | Cost-of-service study completed | Cost-of-service study completed by contractor | Date | Date | None | Consultant Report | Economic Regulator | Once | To inform updated PPA with EDSA ahead of initial tariff submission; EWRC is Economic Regulator |
| Develop updated electricity policy and action plan | | Output | Sector-wide financial model developed | Sector-wide financial model developed by contractor | Date | Date | None | Consultant Report | Economic Regulator | Once | EWRC is Economic Regulator |
| Core policies and procedures developed, including tariff setting and performance monitoring | | Output | EWRC 5-year budget developed | 5-year budget developed for EWRC, including proposed sources of funding, with support from contractor | Date | Date | None | Consultant Report | ESRP Director | Once | To include revenue requirements with proposed sources of funding |
| Core policies and procedures developed, including tariff setting and performance monitoring | | Output | Consumer Services Committee established | Consumer Service Committee (CSC) established by EWRC, as mandated in the EWRC Act | Date | Date | None | Minutes of CSC Board Meeting | Head of Electricity | Once | This indicator is meant to promote stakeholder consultation on decision-making around tariffs and sector regulation |
| Training and mentoring conducted in core technical capacities; Improved capacity to manage and operate substations, transmission, and generation facilities | | Output | People trained in MCC supported capacity building activities | Number of people trained by the Sierra Leone Threshold Program in core technical capacities | Number | Cumulative | (A) Male/Female | Training Attendance sheets; Accounting Payment Receipts | ESRP Director; Accounting Department | Quarterly | |
| Stakeholder engagement approach formulated | | Output | Outreach events held with power sector stakeholders | Number of outreach events organized and held by EWRC with power sector stakeholders, including consumers | Number | Cumulative | None | Management Report | EWRC Communications and Outreach Officer | Quarterly | 1. Based on outreach plan developed by the EWRC support consultant. 2. Proxy for awareness of EWRC because actually measuring awareness would not be cost-effective. 3. Largely for consumers. Consumers should be submitting complaints not rectified by utility to regulatory (not ministry). When PPA (Power Purchase Agreements are under review). The idea is to get them established and to get the public on their side, as an advocate for holding utilities responsible. |

| Sierra Leone Regulatory Strengthening Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|---|------------------|-----------------|--|--|-----------------|--------------------------|----------------|------------------------------|--|------------------------|--|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements) | | Outcome | Existing utilities in the power sector formally licensed | Existing utilities licensed according to EWRC licensing requirements | Number | Level | None | Management Report | Head of Electricity | Annually | 1. All gen needs to be licensed. In theory, only large generators need to be licensed. At some point, regulator should move to formal licensing requirements. Part of EWRC Support. EDSA = Distribution EGTC = Transmission Generation = Aggreco. Emergency power generator. + Addex (biofuel). Small, operating some sort of licensing requirement. Existing as opposed to additional, because we don't know how many and when new generators come online. |
| Financial viability of electricity sector improved | | Outcome | Power Purchase Agreements (PPAs) approved by EWRC | Number of PPAs approved by EWRC prior to signature | Number | Cumulative | None | Minutes of CSC Board Meeting | Head of Electricity | Annually | |
| WATER INDICATORS | | | | | | | | | | | |
| Stakeholder engagement approach formulated | | Output | Outreach events held with water sector stakeholders | Number of outreach events organized and held by EWRC with water sector stakeholders, including consumers | Number | Cumulative | None | Management Report | EWRC Communications and Outreach Officer | Quarterly | Based on outreach plan developed by the EWRC support consultant |
| Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements) | | Outcome | Existing utilities in the water sector formally licensed | GVWC and SALWACO licensed according to EWRC licensing requirements | Number | Level | None | Licensing Document | EWRC Water Department | Annually | 1. To be licensed by regulator who MCC/MCA is standing up. Target date TBD - will be defined once the regulator has the capacity to determine this. |
| Tariff Process and Performance Monitoring Activity | | | | | | | | | | | |
| ELECTRICITY INDICATORS | | | | | | | | | | | |
| Tariff review process established implemented | | Outcome | EDSA tariff application submitted | EDSA tariff application submitted to EWRC according to Roadmap timeline | Date | Date | None | Consultant Report | Economic Regulator | Once | Target should come from roadmap. EWRC is Economic Regulator |
| Principles of rate-setting and technical regulation formulated | | Output | Rate-case requirements developed and issued to EDSA | Rate-case requirements for tariff application/review process developed by EWRC and issued to EDSA | Date | Date | None | Consultant Report | Economic Regulator | Once | EWRC is Economic Regulator |
| Tariff review process established and implemented | | Output | Rate-case requirements developed and issued to EGTC | Rate-case requirements developed and issued to EGTC | Date | Date | None | Consultant Report | Economic Regulator | Once | EWRC is Economic Regulator |

| Sierra Leone Regulatory Strengthening Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
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| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Tariff review process established and implemented | | Outcome | Updated tariff level approved | Updated tariff level approved by EWRC | Date | Date | None | Consultant Report | Economic Regulator | Once | EWRC is Economic Regulator |
| Tariff review process established and implemented | | Outcome | Approved tariff level following initial round of tariff review | Average retail tariff approved for EDSA following initial round of tariff review | Date | Date | None | Consultant Report | Economic Regulator | Once | Tariff methodology will lay this out. EWRC is Economic Regulator |
| Principles of rate-setting and technical regulation formulated | | Output | Cost-reflective tariff regime | Average tariff per kilowatt-hour / Long-run marginal cost per kilowatt-hour of electricity supplied to customers. | Percentage | Level | None | EWRC | ESRP Director | Once | |
| Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements) | | Output | KPIs and reporting requirements for EDSA and EGTC established | KPIs and reporting requirements for EDSA and EGTC established by EWRC | Date | Date | None | Consultant Report | Head of Electricity | Once | |
| Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements) | | Outcome | EDSA reporting submitted according to reporting requirements | EDSA reporting submitted to EWRC according to reporting requirements | Number | Level | None | Management Report | Head of Electricity | Quarterly | Binary indicator: 1 indicates that the reporting was submitted according to reporting requirements, and 0 indicates that it was not. |
| Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements) | | Outcome | EGTC reporting submitted according to reporting requirements | EGTC reporting submitted according to reporting requirements | Number | Level | None | Management Report | Head of Electricity | Quarterly | Binary indicator: 1 indicates that the reporting was submitted according to reporting requirements, and 0 indicates that it was not. |
| Tariff review process established and implemented | | Outcome | Lifeline tariff developed and approved | Lifeline tariff developed and approved by EWRC | Date | Date | None | Consultant Report | ESRP Director | Once | |
| WATER INDICATORS | | | | | | | | | | | |
| Core policies and procedures developed, including tariff setting and performance monitoring | | Output | Rate-case requirements developed and issued to regulated water sector entities | Rate-case requirements for tariff application/review process developed by EWRC and issued to regulated entities (i.e. GVWC) | Date | Date | None | Consultant Report | Economic Regulator | Once | |

| Sierra Leone Regulatory Strengthening Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
|---|------------------|-----------------|--|--|-----------------|--------------------------|-----------------------------|--|-------------------------|------------------------|--|
| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| Tariff review process developed | | Outcome | Updated tariff level for water approved | Updated tariff level approved by EWRC | Date | Date | None | Consultant Report | Economic Regulator | Once | EWRC is Economic Regulator |
| Tariff review process developed | | Outcome | Approved tariff level following initial round of tariff review for water sector | Average retail tariff approved for GVWC following initial round of tariff review | Date | Date | None | Consultant Report | Economic Regulator | Once | EWRC is Economic Regulator |
| Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements) | | Outcome | KPIs and reporting requirements for GVWC established | KPIs and reporting requirements for GVWC established by EWRC | Date | Date | None | Consultant Report | Economic Regulator | Once | EWRC is Economic Regulator |
| Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements) | | Outcome | GVWC reporting submitted according to reporting requirements | GVWC reporting submitted to EWRC according to reporting requirements | Date | Date | None | Consultant Report | Economic Regulator | Once | 1. Reporting requirements as defined in the previous indicator. EWRC is Economic Regulator |
| Tariff review process established and implemented | | Outcome | GVWC tariff application submitted | GVWC tariff application submitted to EWRC according to Roadmap timeline | Date | Date | None | Report from the Institutional Strengthening Consultant | Water Sector Director | Once | |
| Results Based Financing Activity | | | | | | | | | | | |
| RBF mechanism developed | | Output | Design of RBF framework approved by MCCU | Final design report identifies KPI's and the structure of the RBF for all 4 utilities. | Date | Date | None | RBF Design Report | MCCU | Once | After MCC has reviewed and provided N/O |
| RBF mechanism developed | | Output | Verification agent contracted by MCCU | Date the verification agent contract is signed by MCCU | Date | Date | None | Verification Agent Contract | MCCU | Once | Contract signed date |
| RBF KPIs achieved and payments made | | Output | KPI's for which a payment has been disbursed per the Independent Verification Report | Number of KPI's for which a payment has been disbursed per the Independent Verification Report | Number | Level | IE (Guma, EDSA, EGTC, EWRC) | MCCU Fiscal Payment Voucher | MCCU Finance Department | Quarterly | 8 - EWRC, 9 - Guma, 5 - EDSA, TBD- EGTC Baseline is not 2015 Quarterly amount includes completed KPI's from previous quarters. |

| Sierra Leone Regulatory Strengthening Project Annex I: Indicator Documentation Table | | | | | | | | | | | |
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| Results Statement | Common Indicator | Indicator Level | Indicator Name | Definition | Unit of Measure | Indicator Classification | Disaggregation | Primary Data Source | Responsible Party | Frequency of Reporting | Additional Information |
| RBF KPIs achieved and payments made | | Output | RBF incentive payment disbursed | Amount of RBF incentive payment disbursed | US dollars | Cumulative | IE (Guma, EDSA, EGTC, EWRC) | MCCU Fiscal Payment Voucher | MCCU Finance Department | Quarterly | |
| RBF KPIs achieved and payments made | | Output | RBF disputes resolved | Number of disputes submitted and resolved through the established RBF dispute mechanism/Total number of submitted disputes submitted to EWRC | Ratio | Level | IE (Guma, EDSA, EGTC, EWRC) | EWRC Dispute Tracker | EWRC | Quarterly | |

| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
|--|-----------------|--|-----------------|--------------------------|-----------------|---|--------|-----------|--------|--------|---------------------------|-------------------------|---|
| | | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| Sector Roadmap and Coordination Activity | | | | | | | | | | | | | |
| | Output | Sector Roadmap approved | Date | Date | | | | 31-Dec-17 | | | | 31-Dec-17 | |
| | Output | Revised Sector Roadmap approved | Date | Date | | | | 31-Dec-18 | | | | 31-Dec-18 | |
| | Output | Number of Steering Committee meetings conducted | Number | Cumulative | 0 | 9 | 21 | 33 | 45 | | | 45 | |
| | Output | Training program conducted for board members of EGTC | Date | Date | | | | 31-Dec-17 | | | | 31-Dec-17 | |
| | Output | Training program conducted for board members of EDSA | Date | Date | | | | 31-Dec-17 | | | | 31-Dec-17 | |
| | Output | Willingness and Ability to Pay Study approved | Date | Date | | | | 31-Dec-17 | | | | 31-Dec-17 | This study is linked with the work that will be done under the Regulatory Strengthening Project on developing a tariff process. |
| | Output | Power Sector Investment framework approved | Date | Date | | | | 31-Dec-17 | | | | 31-Dec-17 | |
| | Output | Financial sustainability plan approved by Steering Committee | Date | Date | | | | 31-Dec-17 | | | | 31-Dec-17 | Should feed into the initial tariff review process and includes position on tariff levels and GoSL approach to phased reduction of support to the system. |
| Institutional Capacity Building Activity | | | | | | | | | | | | | |

| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | | End of Threshold Target | Comment |
|------------------|-----------------|---|-----------------|--------------------------|-----------------|--|--------|-----------|--------|--------|---------------------------|--|-------------------------|---|
| | | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | | |
| | Output | EGTC business plan approved | Date | Date | | | | 31-Dec-17 | | | | | 31-Dec-17 | |
| P-13 | Outcome | Maintenance expenditure-asset value ratio | Percentage | Level | 2.21 | | 2.43 | 2.95 | 3.64 | 4.23 | | | 4.23 | This takes in to account total expenditure for Kingtom, Blackhall and Bumbuna hydro plant over the sum of depreciated value of assets of these plants. Formula for depreciated value is from EWRC Head of Electricity Section. The total maintenance expenditure for the year 2015 : Kingtom-3,075,852,571 Blackhall-907,804,030 Bumbuna-26,712,000,000. Using mid exchange rate for 2015 as provided by Bank of Sierra Leone (DQR report) 5,203.75 the expenditures were converted to Usd. The depreciated value of assets are Kingtom-\$13,453650, Blackhall-\$20,351,702 and Bumbuna- \$233,261,821. An assumption of a 10% increase in maintenance expenditure is anticipated over the years. |
| | Outcome | Maintenance expenditure-asset value ratio (Bumbuna) | Percentage | Level | 2.2 | | | | | | | | | This indicator is included in the values of Bumbuna hydro plant. Maintenance expenditure for this includes cost on maintenance of transmission line. Similarly the \$ 298M includes value of the transmission line. A depreciated value of \$233261821.33 was used in the calculation |
| | Outcome | Maintenance expenditure-asset value ratio (Kingtom) | Percentage | Level | 4.39 | | | | | | | | | A depreciated value of \$13453649.51 was used in this calculation |
| | Outcome | Maintenance expenditure-asset value ratio (Blackhall) | Percentage | Level | 0.86 | | | | | | | | | A depreciated value of \$20351702.53 was used in this calculation |
| P-24 | Outcome | Operating cost-recovery ratio | Percentage | Level | 79.6 (2015) | | 100 | 110 | 115 | 120 | | | 120 | 1. EDSA (distribution utility) generates a budget, and the government will pay some of it. Government also pays on an ad hoc basis for emergencies. MCC investments are aiming to regularize this. 2. Policy reforms are needed to bring down costs and increase the tariffs. 3. There will be a new 50 MW-generation facility reaching financial close at the end of this year, and should be running by 2019. 4 The baseline value was calculated based on the total amount received by EGTC from energy sales over annual total operating cost. If EDSA had paid EGTC all they due, it would have been 110 because of the billing system then. |

| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | | End of Threshold Target | Comment |
|------------------|-----------------|--|-----------------|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------------|--|-------------------------|--|
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | | |
| P-18 | Outcome | Transmission system technical losses | Percentage | Level | 3.02 | 1.75 | 1.38 | 1.09 | 0.86 | | | 0.86 | 1. Baseline for Transmission Technical Losses is 3.02 (FY2015) 1.75(FY 2016) based on Economic Forum DQR Report. This gives a percentage decrease of 42. Used a decreasing target of 21% to calculate the targets (half the difference between 2015 and 2016). |
| P-20 | Outcome | Distribution system losses | Percentage | Level | 38.9 | 38.9 | 36.9 | 28.9 | 26 | | | 26 | This value was provided by EDSA Distribution and Commercial departments. The targets were based on anticipated reforms and technical installation and rehabilitation of distribution lines. |
| | Outcome | Collection ratio | Ratio | Level | | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | | | Monitoring Only | |
| | Outcome | Revenue earned by EDSA from customers | US Dollars | Level | 29,342,157 | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | | | Monitoring Only | The dollar value at baseline is calculated with the mid year exchange rate of 2015, \$5203075 The data is extracted from EDSA Commercial and Finance Departments. |
| | Outcome | Average kWh/liter of fuel at Kingtom Plant | Rate | Level | 3.9832 | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | | Monitoring Only | 1. Also known as heat rate. 2. Based on heavy fuel oil (diesel only used to start the generator) |
| | Outcome | Average kWh/liter of fuel at Blackhall Plant | Rate | Level | 3.91151 | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | | Monitoring Only | 1. Also known as heat rate. 2. Based on heavy fuel oil (diesel only used to start the generator) |
| | Output | GIS-linked Consumer Census completed | Date | Date | | | 31-Dec-17 | | | | | 31-Dec-17 | |
| | Outcome | Power sector investment solicitation process implemented | Date | Date | | | 31-Dec-17 | | | | | 31-Dec-17 | 1. Organizer of tender TBD based on Roadmap decisions |
| | Output | Load Forecast Study approved | Date | Date | | | 31-Dec-17 | | | | | 31-Dec-17 | |

[illegible]

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|--|-----------------|--------------------------|-----------------|--------|---------------|---------------|---------------|---------------------------|-------------------------|---|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Process | Value of signed water and sanitation technical assistance contracts | US Dollars | Cumulative | 0 | 0.00 | 14,900,000.00 | 16,000,000.00 | 16,000,000.00 | 16,000,000.00 | 16,000,000.00 | |
| | Process | Value disbursed of water and sanitation technical assistance contracts | US Dollars | Cumulative | 0 | 0.00 | 4,148,218.00 | 9,978,218.00 | 12,558,218.20 | 16,000,000.00 | 16,000,000.00 | |
| | Process | Percent disbursed of water and sanitation technical assistance contracts | Percentage | Cumulative | 0 | 0.00 | 27.84 | 62.36 | 78.49 | 100.00 | 100.00 | |
| Sector Roadmap and Coordination Activity | | | | | | | | | | | | |
| | Output | Urban Water Sector Roadmap approved | Date | Date | | | 31-Dec-17 | | | | 31-Dec-17 | |
| | Output | Number of Steering Committee meetings conducted | Number | Cumulative | 0 | 4 | 8 | 12 | 16 | | 16 | |
| | Output | Annual Sector Review completed | Number | Level | | | 1 | 1 | 1 | | 1 | |
| GVWC Institutional Strengthening Activity | | | | | | | | | | | | |
| | Outcome | Total number of registered customers | Number | Level | 18,004 | 19,804 | 21,784 | 23,963 | 26,359 | | 26,359 | GVWC has four main categories of customers. Residential, Government, Commercial, and Institutions. |
| | Outcome | Total number of registered customers (Residential) | Number | Level | 13,503 | | | | | | | |
| | Outcome | Total number of registered customers (Commercial) | Number | Level | 2,701 | | | | | | | This baseline currently includes institutions. Working with GVWC to extract this information. |
| | Outcome | Total number of registered customers, by customer type (Government) | Number | Level | 1,800 | | | | | | | |
| | Outcome | Total number of registered customers, by customer type (Institutions) | Number | Level | TBD | | | | | | | |
| | Outcome | Collection Ratio | Ratio | Level | 0.70 | 0.78 | 0.85 | 0.95 | 1 | | 1 | Data on cash income and bill revenue were extracted from the master sheet in the Account Department of GVWC. The assumptions for these target were based on historical data over the past years and the current reforms that are taking place in GVWC |

Sierra Leone Water Sector Reform Project
Annex II: Indicator Baselines and Targets

| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
|------------------|-----------------|--|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|---|
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Collection Ratio (Government) | Ratio | Level | 0.85 | | | | | | | |
| | Outcome | Collection Ratio (Commercial) | Ratio | Level | 0.76 | | | | | | | |
| | Outcome | Collection Ratio (Residential) | Ratio | Level | 0.58 | | | | | | | |
| | Outcome | Collection Ratio (Institutions) | Ratio | Level | 0.62 | | | | | | | |
| | Outcome | Collection Period | Days | Level | 483 | 434 | 369 | 332 | 299 | | 299 | Data on account receivable and operating revenue were extracted from the master sheet in the Account Department of GVWC. The assumptions for these target were based on historical data over the past years and the current reforms that are taking place in GVWC |
| | Outcome | Maintenance Expenditure-Asset Value Ratio | Ratio | Level | 0.33 | | | | | 1 | 1 | 1. Target comes from the SPIP |
| | Outcome | Maintenance Expenditure -Asset Value ratio (Treatment Plant) | Ratio | Level | 0.04 | | | | | | | |
| | Outcome | Maintenance Expenditure -Asset Value Ratio (Network) | Ratio | Level | 1.13 | | | | | | | |
| | Outcome | Maintenance Expenditure-Asset Value Ratio (Dam) | Ratio | Level | 0 | | | | | | | There is no maintenance expenditure on the dam for the baseline year 2015 |
| | Outcome | Maintenance Expenditure-Asset Value Ratio (Reservoir) | Ratio | Level | 0 | | | | | | | There is no maintenance expenditure on the reservoir for the baseline year 2015 |
| WS-10 | Outcome | Operating cost coverage | Percentage | Level | 96 | 100 | 110 | 115 | 109 | 121 | 121 | 1. (IBNET Indicator 24.1) (Calculation: OPC = R/C where OPC = Operation Cost Coverage, R = Total Annual Operational Revenue and C = Total Annual Operational Cost (including maintenance)). 2. 2019 and 2020 targets come from the SPIP. |
| | Outcome | Time taken to resolve problems | Hours | Level | 72 | 48 | 36 | 24 | 12 | | 12 | 1. Targeted in the intervention. |
| | Outcome | Rate of customer service complaints | Percentage | Level | 41 | 70 | 55 | 41 | 40 | | 40 | |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|---|-----------------|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------------|-------------------------|--|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Reports of corruption through Pay No Bribe platform | Number | Level | | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | |
| | Output | People trained in MCC supported capacity building activities | Number | Cumulative | 0 | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | |
| | Output | People trained in MCC supported capacity building activities (Female) | Number | Cumulative | 0 | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | |
| | Output | People trained in MCC supported capacity building activities (Male) | Number | Cumulative | 0 | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only | |
| | Output | Number of consumer education initiatives conducted | Number | Cumulative | 0 | 12 | 24 | 36 | 48 | | 48 | |
| | Output | Mapping of water system completed | Date | Date | | | 31-Dec-17 | | | | 31-Dec-17 | |
| | Output | Condition assessment of water distribution system completed | Date | Date | | | | 31-Dec-18 | | | 31-Dec-18 | |
| | Output | Condition assessment of treatment plan, transmission pipes, and dam completed | Date | Date | | | | 31-Dec-18 | | | 31-Dec-18 | |
| | Output | Hydraulic modeling completed | Date | Date | | | | 31-Dec-18 | | | 31-Dec-18 | |
| | Output | Community Water Services Department established | Date | Date | | | | 31-Dec-18 | | | 31-Dec-18 | |
| | Output | Community Water Services Department management plan developed | Number | Level | | | | 1 | 1 | 1 | 1 | |
| DMA and Standpipe Demonstration Activity | | | | | | | | | | | | |
| WS-12 | Outcome | Access to improved water supply | Percentage | Level | 77 | | | | | | Monitoring Only | 1. DMA only. 2. During the rainy season more people get their water from the stream. 3. Baseline comes from the KAP. |
| | Outcome | Access to improved water supply (Aberdeen) | Percentage | Level | 82 | | | | | | Monitoring Only | |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|--|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|--|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Access to improved water supply (Aberdeen -Rainy season) | Percentage | Level | 64 | | | | | | Monitoring Only | |
| | Outcome | Access to improved water supply (Aberdeen -Dry season) | Percentage | Level | 100 | | | | | | Monitoring Only | |
| | Outcome | Access to improved water supply (King Tom) | Percentage | Level | 71 | | | | | | Monitoring Only | |
| | Outcome | Access to improved water supply (King Tom -Rainy season) | Percentage | Level | 44 | | | | | | Monitoring Only | |
| | Outcome | Access to improved water supply (King Tom -Dry season) | Percentage | Level | 98 | | | | | | Monitoring Only | |
| | Outcome | Percentage of population using safely managed drinking water services | Percentage | Level | TBD | | | | | | Monitoring Only | Baseline will be based on the customer mapping survey. |
| | Outcome | Percentage of population using safely managed drinking water services (Aberdeen) | Percentage | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Percentage of population using safely managed drinking water services (Aberdeen -Rainy season) | Percentage | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Percentage of population using safely managed drinking water services (Aberdeen -Dry season) | Percentage | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Percentage of population using safely managed drinking water services (King Tom) | Percentage | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Percentage of population using safely managed drinking water services (King Tom -Rainy season) | Percentage | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Percentage of population using safely managed drinking water services (King Tom -Dry season) | Percentage | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Percentage of the population using a basic water source | Percentage | Level | 87 | | | | 88.6 | 89.2 | 89.2 | Baseline comes from the KAP survey. Targets were calculated using the trend in the data source as a basis. Targets were calculated based on this source: http://sierraleone.opendataforafrica.org/SLSDG2016/sustainable-development-goals-of-sierra-leone |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|---|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|--|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Percentage of the population using a basic water source (Aberdeen) | Percentage | Level | 85 | | | | | | | |
| | Outcome | Percentage of the population using a basic water source (Aberdeen - Rainy season) | Percentage | Level | 82 | | | | | | | |
| | Outcome | Percentage of the population using a basic water source (Aberdeen - Dry Season) | Percentage | Level | 87 | | | | | | | |
| | Outcome | Percentage of the population using a basic water source (King Tom) | Percentage | Level | 89 | | | | | | | |
| | Outcome | Percentage of the population using a basic water source (King Tom - Rainy season) | Percentage | Level | 90 | | | | | | | |
| | Outcome | Percentage of the population using a basic water source (King Tom - Dry Season) | Percentage | Level | 88 | | | | | | | |
| WS-8 | Outcome | Non revenue water | Percentage | Level | TBD | | | | | TBD | TBD | Tracked only within the DMA. Data will not be available until the works start. |
| | Outcome | Non revenue water (Aberdeen) | Percentage | Level | TBD | | | | | | TBD | |
| | Outcome | Non revenue water (Aberdeen - Technical Losses) | Percentage | Level | TBD | | | | | | TBD | |
| | Outcome | Non revenue water (Aberdeen - Commercial Losses) | Percentage | Level | TBD | | | | | | TBD | |
| | Outcome | Non revenue water (King Tom) | Percentage | Level | TBD | | | | | | TBD | |
| | Outcome | Non revenue water (King Tom - Technical Losses) | Percentage | Level | TBD | | | | | | TBD | |
| | Outcome | Non revenue water (King Tom - Commercial Losses) | Percentage | Level | TBD | | | | | | TBD | |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|---|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|---|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Registered customers in the project DMA | Number | Level | TBD | | | | | | Monitoring Only | 1. Tracked only within the DMA. 2. Baseline will be available once customer mapping is complete. |
| | Outcome | Registered customers in the project DMA (Aberdeen) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Registered customers in the project DMA (Aberdeen - New connections) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Registered customers in the project DMA (Aberdeen - Legalized) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Registered customers in the project DMA (Aberdeen - Other) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Registered customers in the project DMA (King Tom) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Registered customers in the project DMA (King Tom - New connections) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Registered customers in the project DMA (King Tom - Legalized) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Registered customers in the project DMA (King Tom - Other) | Number | Level | TBD | | | | | | Monitoring Only | |
| | Outcome | Continuity of service | Hours | Level | 70.4 | | | | | | TBD | Tracked only within the DMA. |
| | Outcome | Continuity of service (Aberdeen) | Hours | Level | 76 | | | | | | TBD | |
| | Outcome | Continuity of service (Aberdeen - GVWC sourced-Public) | Hours | Level | 73.5 | | | | | | TBD | |
| | Outcome | Continuity of service (Aberdeen - GVWC sourced - Public - Rainy season) | Hours | Level | 97 | | | | | | TBD | |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|--|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|--|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Continuity of service (Aberdeen - GVWC sourced - Public - Dry season) | Hours | Level | 50 | | | | | | TBD | |
| | Outcome | Continuity of service (Aberdeen - GVWC sourced - Private) | Hours | Level | 78.5 | | | | | | TBD | |
| | Outcome | Continuity of service (Aberdeen - GVWC sourced - Private - Rainy season) | Hours | Level | 85 | | | | | | TBD | |
| | Outcome | Continuity of service (Aberdeen - GVWC sourced - Private - Dry season) | Hours | Level | 72 | | | | | | TBD | This one doesn't match DMA spreadsheet. 50 |
| | Outcome | Continuity of service (King Tom) | Hours | Level | 64.8 | | | | | | TBD | |
| | Outcome | Continuity of service (King Tom - GVWC sourced - Public) | Hours | Level | 65.5 | | | | | | TBD | |
| | Outcome | Continuity of service (King Tom - GVWC sourced - Public - Rainy season) | Hours | Level | 92 | | | | | | TBD | |
| | Outcome | Continuity of service - King Tom (GVWC sourced - Public - Dry season) | Hours | Level | 39 | | | | | | TBD | |
| | Outcome | Continuity of service (King Tom - GVWC sourced - Private) | Hours | Level | 64 | | | | | | TBD | |
| | Outcome | Continuity of service (King Tom - GVWC sourced - Private - Rainy season) | Hours | Level | 73 | | | | | | TBD | |
| | Outcome | Continuity of service (King Tom - GVWC sourced - Private - Dry season) | Hours | Level | 55 | | | | | | TBD | |
| | Outcome | Days of service per week | Days | Level | 4.6 | | | | | | TBD | Tracked only within the DMA. |
| | Outcome | Days of service per week (Aberdeen) | Days | Level | 4.8 | | | | | | TBD | |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|--|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|---------|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Days per week of service (Aberdeen - GVWC sourced-Public) | Days | Level | 5 | | | | | | TBD | |
| | Outcome | Days per week of service (Aberdeen - GVWC sourced - Public - Rainy season) | Days | Level | 5 | | | | | | TBD | |
| | Outcome | Days per week of service (Aberdeen - GVWC sourced - Public - Dry season) | Days | Level | 5 | | | | | | TBD | |
| | Outcome | Days per week of service (Aberdeen - GVWC sourced-Private) | Days | Level | 4.5 | | | | | | TBD | |
| | Outcome | Days per week of service (Aberdeen -GVWC sourced-Private - Rainy season) | Days | Level | 5 | | | | | | TBD | |
| | Outcome | Days per week of service (Aberdeen - GVWC sourced-Private - Dry Season) | Days | Level | 4 | | | | | | TBD | |
| | Outcome | Days of service per week (King Tom) | Days | Level | 4.5 | | | | | | TBD | |
| | Outcome | Days per week of service (King Tom - GVWC sourced-Public) | Days | Level | 4.5 | | | | | | TBD | |
| | Outcome | Days per week of service (King Tom -GVWC sourced - Public - Rainy season) | Days | Level | 5 | | | | | | TBD | |
| | Outcome | Days per week of service (King Tom - GVWC sourced - Public - Dry season) | Days | Level | 4 | | | | | | TBD | |
| | Outcome | Days per week of service (King Tom - GVWC sourced-Private) | Days | Level | 4.5 | | | | | | TBD | |
| | Outcome | Days per week of service (King Tom - GVWC sourced-Private - Rainy season) | Days | Level | 4 | | | | | | TBD | |
| | Outcome | Days per week of service (King Tom - GVWC sourced-Private - Dry Season) | Days | Level | 5 | | | | | | TBD | |

Sierra Leone Water Sector Reform Project
Annex II: Indicator Baselines and Targets

| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
|------------------|-----------------|---|---------------------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|--|
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| WS-13 | Outcome | Residential water consumption | Liters per capita per day | Level | TBD | | | | | | TBD | 1. Tracked only within the DMA. 2. Baseline data for this indicator will be captured by the survey for the meter installation planned for 2019. |
| | Outcome | Residential water consumption (Aberdeen) | Liters per capita per day | Level | TBD | | | | | | TBD | |
| | Outcome | Residential water consumption (Aberdeen -GVWC sourced-Public) | Liters per capita per day | Level | TBD | | | | | | TBD | |
| | Outcome | Residential water consumption (Aberdeen -GVWC sourced-Private) | Liters per capita per day | Level | TBD | | | | | | TBD | |
| | Outcome | Residential water consumption (King Tom) | Liters per capita per day | Level | TBD | | | | | | TBD | |
| | Outcome | Residential water consumption (King Tom -GVWC sourced-Public) | Liters per capita per day | Level | TBD | | | | | | TBD | |
| | Outcome | Residential water consumption (King Tom -GVWC sourced-Private) | Liters per capita per day | Level | TBD | | | | | | TBD | |
| | Outcome | Water quality samples achieving fecal coliform standards | Percentage | Level | TBD | | | | | | 50 | 1. Tracked only within the DMA. 2. Target comes from the SPIP - KRA 1.3 |
| | Outcome | Water quality samples achieving fecal coliform standards (Aberdeen) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Water quality samples achieving fecal coliform standards (Aberdeen -GVWC sourced-Public) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Water quality samples achieving fecal coliform standards (Aberdeen -GVWC sourced-Private) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Water quality samples achieving fecal coliform standards (King Tom) | Percentage | Level | TBD | | | | | | | 1. Tracked only within the DMA. 2. Target comes from the SPIP - KRA 1.4 |
| | Outcome | Water quality samples achieving fecal coliform standards (King Tom -GVWC sourced-Public) | Percentage | Level | TBD | | | | | | | |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|--|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|---|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Water quality samples achieving fecal coliform standards (King Tom -GVWC sourced-Private) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Percentage of GVWC distribution points that meet regulatory standards for residual chlorine | Percentage | Level | TBD | | | | | | 50 | 1. Tracked only within the DMA. 2. From a legal perspective, GVWC is responsible for all water, even if it is privately sold. 3. Private distribution point: GVWC-sourced; connection directly into property. |
| | Outcome | Percentage of GVWC distribution points that meet regulatory standards for residual chlorine (Aberdeen) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Percentage of water samples that meet standards for residual chlorine (Aberdeen -GVWC sourced-Public) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Percentage of water samples that meet standards for residual chlorine (Aberdeen -GVWC sourced-Private) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Percentage of GVWC distribution points that meet regulatory standards for residual chlorine (King Tom) | Percentage | Level | TBD | | | | | | | 1. Tracked only within the DMA. 2. From a legal perspective, GVWC is responsible for all water, even if it is privately sold. 3. Private distribution point: GVWC-sourced; connection directly into property. |
| | Outcome | Percentage of water samples that meet standards for residual chlorine (King Tom -GVWC sourced-Public) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Percentage of water samples that meet standards for residual chlorine (King Tom -GVWC sourced-Private) | Percentage | Level | TBD | | | | | | | |
| | Outcome | Time spent fetching water from home in last week | Hours/Week | Level | 2.4 | | | | | 1 | 1 | Baseline comes from the KAP survey. |
| | Outcome | Time spent fetching water from home in last week (Aberdeen) | Hours/Week | Level | 2.8 | | | | | 1 | 1 | |
| | Outcome | Time spent fetching water from home in last week (Aberdeen - Rainy season) | Hours/Week | Level | 2 | | | | | 1 | 1 | |
| | Outcome | Time spent fetching water from home in last week (Aberdeen - Dry season) | Hours/Week | Level | 3.5 | | | | | 1 | 1 | |
| | Outcome | Time spent fetching water from home in last week (King Tom) | Hours/Week | Level | 2 | | | | | 1 | 1 | |

| Sierra Leone Water Sector Reform Project Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
|---|-----------------|---|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|--|
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Time spent fetching water from home in last week (King Tom - Rainy season) | Hours/Week | Level | 1 | | | | | 1 | 1 | |
| | Outcome | Time spent fetching water from home in last week (King Tom - Dry season) | Hours/Week | Level | 3 | | | | | 1 | 1 | This did not match Thekeka's spreadsheet |
| | Outcome | Payments made from standpipe entrepreneurs to GVWC | U.S. Dollars | Level | 0 | | | | | | Monitoring Only | |
| | Outcome | Payments made from standpipe entrepreneurs to GVWC (Aberdeen) | U.S. Dollars | Level | 0 | | | | | | Monitoring Only | |
| | Outcome | Payments made from standpipe entrepreneurs to GVWC (King Tom) | U.S. Dollars | Level | 0 | | | | | | Monitoring Only | |
| | Outcome | Timeliness of payments made from standpipe entrepreneurs to GVWC | Percentage | Level | N/A | | | | | | Monitoring Only | Total amount of payments made before the due date (based monthly billing)/total amount of the volume of water billed monthly by Guma |
| | Outcome | Timeliness of payments made from standpipe entrepreneurs to GVWC (Aberdeen) | Percentage | Level | | | | | | | Monitoring Only | |
| | Outcome | Timeliness of payments made from standpipe entrepreneurs to GVWC (King Tom) | Percentage | Level | | | | | | | Monitoring Only | |
| | Outcome | Profits for standpipe entrepreneurs | U.S. Dollars | Level | 0 | | | | | | Monitoring Only | |
| | Outcome | Profits for standpipe entrepreneurs (Aberdeen) | U.S. Dollars | Level | 0 | | | | | | Monitoring Only | |
| | Outcome | Profits for standpipe entrepreneurs (King Tom) | U.S. Dollars | Level | 0 | | | | | | Monitoring Only | |
| | Outcome | Customer satisfaction with supply reliability | Percentage | Level | 19.8 | | | | | 35 | 35 | 1. SPIP KAR 1.14 |
| | Outcome | Customer satisfaction with supply reliability (Aberdeen) | Percentage | Level | 20.7 | | | | | | | |

Sierra Leone Water Sector Reform Project
Annex II: Indicator Baselines and Targets

| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
|------------------|-----------------|---|-----------------|--------------------------|-----------------|--------|-----------|--------|--------|---------------------------|-------------------------|---|
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Outcome | Customer satisfaction with supply reliability (King Tom) | Percentage | Level | 18.8 | | | | | | | |
| | Outcome | Customer satisfaction with water quality | Percentage | Level | 25 | | | | | 35 | 35 | 1. There will be a survey for this to collect a baseline. KAP is a statistically relevant baseline and endline survey. The KAP is in the TOR for the project. |
| | Outcome | Customer satisfaction with water quality (Aberdeen) | Percentage | Level | 24 | | | | | | | |
| | Outcome | Customer satisfaction with water quality (King Tom) | Percentage | Level | 26 | | | | | | | |
| | Output | District Metering Area (DMA) established | Date | Date | | | 31-Dec-17 | | | | 31-Dec-17 | Tracked only within the DMA. |
| | Output | Number of kiosks for which contracts have been signed | Number | Cumulative | 0 | | | | | 11 | 11 | 4 in Aberdeen, 7 in King Tom (based on the detailed drawings from the bidding documents) Tender drawings page 2 and 3 |
| | Output | Number of kiosks for which contracts have been signed (Aberdeen) | Number | Cumulative | 0 | | | | | 4 | 4 | |
| | Output | Number of kiosks for which contracts have been signed (Aberdeen - Female) | Number | Cumulative | 0 | | | | | | | |
| | Output | Number of kiosks for which contracts have been signed (Aberdeen - Male) | Number | Cumulative | 0 | | | | | | | |
| | Output | Number of kiosks for which contracts have been signed (King Tom) | Number | Cumulative | 0 | | | | | 7 | 7 | |
| | Output | Number of kiosks for which contracts have been signed (King Tom - Female) | Number | Cumulative | 0 | | | | | | | |
| | Output | Number of kiosks for which contracts have been signed (King Tom - Male) | Number | Cumulative | 0 | | | | | | | |
| | Output | Customer meters installed | Number | Cumulative | 0 | | | | | | TBD | Target will come from the metering survey. |

Sierra Leone Water Sector Reform Project
Annex II: Indicator Baselines and Targets

| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
|------------------|-----------------|--|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|---|
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Output | Customer meters installed (Aberdeen) | Number | Cumulative | 0 | | | | | | TBD | Target will come from the metering survey. |
| | Output | Customer meters installed (King Tom) | Number | Cumulative | 0 | | | | | | TBD | Target will come from the metering survey. |
| | Output | Length of water pipes constructed | Number | Cumulative | 0 | | | | | | 2.87 | |
| | Output | Length of water pipes constructed (Aberdeen) | Number | Cumulative | 0 | | | | | | 1.99 | |
| | Output | Length of water pipes constructed (King Tom) | Number | Cumulative | 0 | | | | | | 0.89 | |
| W-7 | Output | Water points constructed | Number | Cumulative | 0 | | | | | 11 | 11 | 4 in Aberdeen, 7 in King Tom (based on the detailed drawings from the bidding documents) Tender drawings page 2 and 3 |
| | Output | Water points constructed (Aberdeen) | Number | Cumulative | 0 | | | | | 4 | 4 | |
| | Output | Water points constructed (King Tom) | Number | Cumulative | 0 | | | | | 7 | 7 | |

[illegible]

| Sierra Leone Regulatory Strengthening Project | | | | | | | | | | | | |
|--|-----------------|--|-----------------|--------------------------|-----------------|--------|-----------|-----------|--------|---------------------------|-------------------------|--|
| Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Output | Outreach events held with power sector stakeholders | Number | Cumulative | 4 | 12 | 24 | 48 | 60 | | 60 | 1. Based on outreach plan developed by the EWRC support consultant. 2. Proxy for awareness of EWRC because actually measuring awareness would not be cost-effective. 3. Largely for consumers. Consumers should be submitting complaints not rectified by utility to regulatory (not ministry). When PPA (Power Purchase Agreements are under review). The idea is to get them established and to get the public on their side, as an advocate for holding utilities responsible. 4. These targets were revised to reflect cumulative reporting and with expectations of effective community and customer engagement in the DMA's |
| | Outcome | Existing utilities in the power sector formally licensed | Number | Level | 3 | 3 | 3 | 3 | 3 | | 3 | 1. All gen needs to be licensed. In theory, only large generators need to be licensed. At some point, regulator should move to formal licensing requirements. Part of EWRC Support. EDSA = Distribution EGTC = Transmission Generation = Aggrecco. Emergency power generator. + Addex (biofuel). Small, operating some sort of licensing requirement. Existing as opposed to additional, because we don't know how many and when new generators come online. |
| | Outcome | Power Purchase Agreements (PPAs) approved by EWRC | Number | Cumulative | 0 | 3 | 4 | 5 | 6 | | 6 | |
| WATER INDICATORS | | | | | | | | | | | | |
| | Output | Outreach events held with water sector stakeholders | Number | Cumulative | 4 | 16 | 28 | 32 | 36 | | 36 | Based on outreach plan developed by the EWRC support consultant |
| | Outcome | Existing utilities in the water sector formally licensed | Number | Level | 0 | | | 2 | | | 2 | 1. To be licensed by regulator who MCC/MCA is standing up. Target date TBD - will be defined once the regulator has the capacity to determine this. |
| Tariff Process and Performance Monitoring Activity | | | | | | | | | | | | |
| ELECTRICITY INDICATORS | | | | | | | | | | | | |
| | Outcome | EDSA tariff application submitted | Date | Date | | | | 31-Dec-18 | | | 31-Dec-18 | Target should come from roadmap. |
| | Output | Rate-case requirements developed and issued to EDSA | Date | Date | | | 31-Dec-17 | | | | 31-Dec-17 | |

| Sierra Leone Regulatory Strengthening Project | | | | | | | | | | | | | | | | | |
|---|------------------|--|-----------------|--------------------------|-----------------|--------|--|--------|-----------|-----------|--|--------|--|---------------------------|--|-------------------------|--|
| Annex II: Indicator Baselines and Targets | | | | | | | | | | | | | | | | | |
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | | Year 2 | | Year 3 | | Year 4 | | Year 5 (Pending approval) | | End of Threshold Target | Comment |
| | | | | | | 2016 | | 2017 | | 2018 | | 2019 | | 2020 | | | |
| | Output | Rate-case requirements developed and issued to EGTC | Date | Date | | | | | 31-Dec-17 | | | | | | | 31-Dec-17 | |
| | Outcome | Updated tariff level approved | Date | Date | | | | | 31-Dec-17 | | | | | | | 31-Dec-17 | |
| | Outcome | Approved tariff level following initial round of tariff review | Date | Date | | | | | | 31-Dec-18 | | | | | | 31-Dec-18 | Tariff methodology will lay this out. |
| | Output | Cost-reflective tariff regime | Percentage | Level | | | | | | | | 100 | | 100 | | 100 | |
| | Output | KPIs and reporting requirements for EDSA and EGTC established | Date | Date | | | | | 31-Dec-17 | | | | | | | 31-Dec-17 | |
| | Outcome | EDSA reporting submitted according to reporting requirements | Number | Level | | | | | | 1 | | 1 | | 1 | | 1 | |
| | Outcome | EGTC reporting submitted according to reporting requirements | Number | Level | | | | | | 1 | | 1 | | 1 | | 1 | EWRC is to set compliance standards which the entities are required to follow to maintain service delivery performance. The reports will be based on those requirements. |
| | Outcome | Tariff design efficiency that includes a lifeline tariff developed | Date | Date | | | | | | 31-Mar-18 | | | | | | 31-Mar-18 | |
| | WATER INDICATORS | | | | | | | | | | | | | | | | |
| | Output | Rate-case requirements developed and issued to regulated water sector entities | Date | Date | | | | | 31-Dec-17 | | | | | | | 31-Dec-17 | |
| | Outcome | Updated tariff level for water approved | Date | Date | | | | | 31-Dec-17 | | | | | | | 31-Dec-17 | |

| Sierra Leone Regulatory Strengthening Project | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|
| Annex II: Indicator Baselines and Targets | | | | | | | | | |

[illegible]

| Sierra Leone Regulatory Strengthening Project | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|
| Annex II: Indicator Baselines and Targets | | | | | | | | | |

[illegible]

| Sierra Leone Regulatory Strengthening Project | | | | | | | | | | | | |
|---|-----------------|------------------------------|-----------------|--------------------------|-----------------|--------|--------|--------|--------|---------------------------|-------------------------|---------|
| Annex II: Indicator Baselines and Targets | | | | | | | | | | | | |
| Common Indicator | Indicator Level | Indicator Name | Unit of Measure | Indicator Classification | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 (Pending approval) | End of Threshold Target | Comment |
| | | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | | |
| | Output | RBF disputes resolved (EWRC) | Ratio | Level | | | | | | | 1 | |

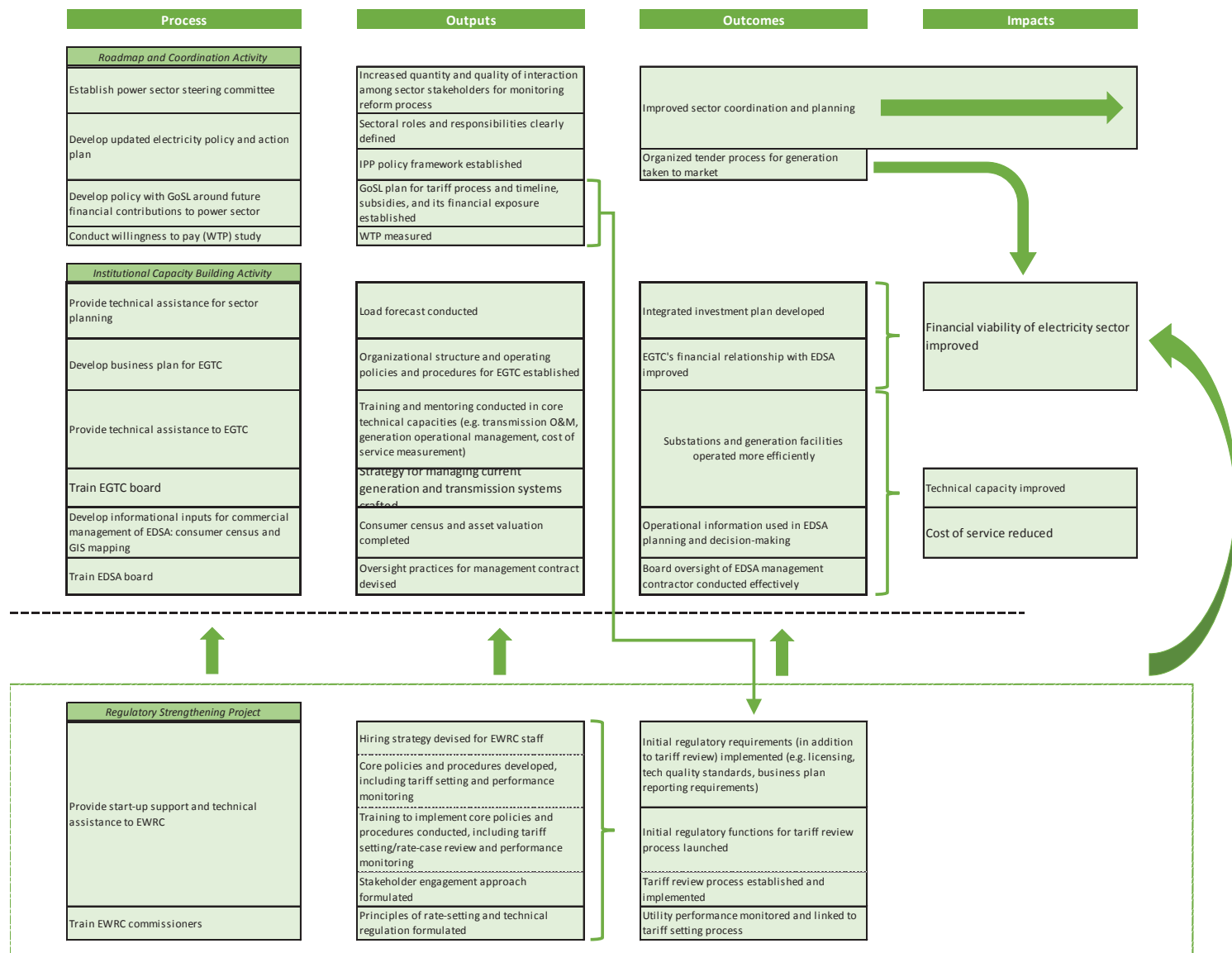
ANNEX III: MODIFICATIONS TO INDICATORS, BASELINES, AND TARGETS

June 2019

Updated Program Logic (ESRP):

Revised version – pg. 11

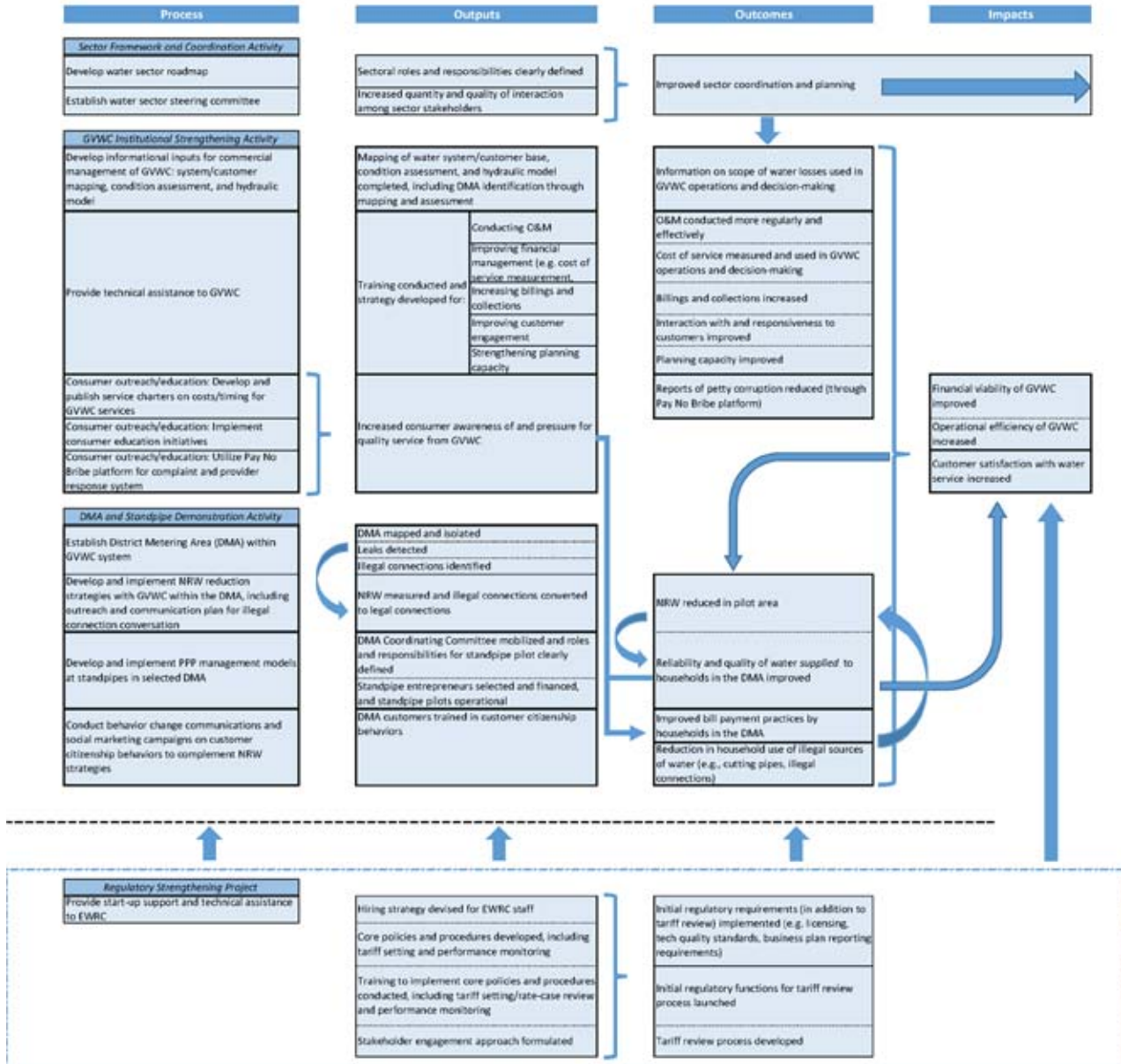
Old version -



Program Logic (WSRP):

Revised version – pg. 16

Old version -



Note on Year 5 targets in Annex II: These targets are pending based on the approval of the Threshold extension. These targets will not be included in the ITT until there is formal approval of the extension.

ELECTRICITY SECTOR REFORM PROJECT INDICATORS

| <i>Revised Sector Roadmap approved</i> | | |
|--|--|--|
| Project: | Electricity Sector Reform | |
| Activity: | Sector Roadmap and Coordination Activity | |
| Sub-Activity: | N/A | |
| June-19 | Change Description: | New indicator |
| | Justification: | |
| | Justification Description: | Roadmap was revised based on the new government's priorities, so a new indicator was necessary as the original and revised Roadmaps are different. |

| <i>Training program conducted for board members EWRC</i> | | |
|--|--|--|
| Project: | Electricity Sector Reform | |
| Activity: | Sector Roadmap and Coordination Activity | |
| Sub-Activity: | N/A | |
| June-19 | Change Description: | Move to Regulatory Strengthening Project |
| | Justification: | |
| | Justification Description: | EWRC is a regulator. |

| <i>IPP framework approved</i> | | | |
|-------------------------------|--|--|--|
| Project: | Electricity Sector Reform | | |
| Activity: | Sector Roadmap and Coordination Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Name Modification | |
| | Change: | Previous | Revised |
| | | <i>IPP framework approved</i> | <i>Power Sector Investment framework approved</i> |
| | Justification Description: | Clarification | |
| June-19 | Change Description: | Definition Modification | |
| | Change: | Previous | Revised |
| | | <i>IPP framework approved by Sector Steering Committee</i> | <i>Power Sector Investment framework approved by Sector Steering Committee</i> |
| | Justification Description: | Clarification | |

| <i>Operating cost-recovery ratio</i> | | | |
|--------------------------------------|--|--|---------|
| Project: | Electricity Sector Reform | | |
| Activity: | Institutional Capacity Building Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | Kingtom, Blackhall, Bumbuna | None |
| | Justification Description: | It is not possible to disaggregate this indicator. | |

| <i>Operating cost-billed ratio</i> | | | |
|------------------------------------|--|--|--|
| Project: | Electricity Sector Reform | | |
| Activity: | Institutional Capacity Building Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Retire Indicator | |
| | Justification: | Indicator quality is determined poorer than initially thought when included in plan | |
| | Justification Description: | Collection ratio is being included as a replacement – which is a better measurement of what is billed and collected. | |

| <i>Total revenue from energy sales</i> | | | |
|--|--|--|--|
| Project: | Electricity Sector Reform | | |
| Activity: | Institutional Capacity Building Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Retire Indicator | |
| | Justification: | Indicator has been added which is superior in measuring same variable | |
| | Justification Description: | We think it is more useful to have collection ratio as an indicator than this indicator. | |

| <i>Average kWh/liter of fuel at Kingtom Plant</i> | | | |
|---|--|--|--|
| Project: | Electricity Sector Reform | | |
| Activity: | Institutional Capacity Building Activity | | |
| Sub-Activity: | N/A | | |

| | | | | | |
|---------|-----------------------------------|---|-----------------|-----------------|------------------|
| June-19 | Change Description: | Target Modification | | | |
| | | Year 1 | Year 2 | Year 3 | End of Threshold |
| | Revised Targets | 4.1 | 4.2 | 4.3 | 4.3 |
| | Previous Targets | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only |
| | Justification Description: | These plants are now only being used on an emergency basis so a target is irrelevant. | | | |

| | | | | | |
|---|--|---|-----------------|-----------------|------------------|
| <i>Average kWh/liter of fuel at Blackhall Plant</i> | | | | | |
| Project: | Electricity Sector Reform | | | | |
| Activity: | Institutional Capacity Building Activity | | | | |
| Sub-Activity: | N/A | | | | |
| June-19 | Change Description: | Target Modification | | | |
| | | Year 1 | Year 2 | Year 3 | End of Threshold |
| | Revised Targets | 4.1 | 4.2 | 4.3 | 4.3 |
| | Previous Targets | Monitoring Only | Monitoring Only | Monitoring Only | Monitoring Only |
| | Justification Description: | These plants are now only being used on an emergency basis so a target is irrelevant. | | | |

| | | |
|-----------------------------------|--|--|
| <i>Maintenance plan developed</i> | | |
| Project: | Electricity Sector Reform | |
| Activity: | Sector Roadmap and Coordination Activity | |
| Sub-Activity: | N/A | |
| June-19 | Change Description: | Retire Indicator |
| | Justification: | Irrelevant due to change in Program, Project or Activity scope |
| | Justification Description: | EGTC already has a maintenance plan they are following and no need to develop another. |

| | |
|---|--|
| <i>IPP solicitation process implemented</i> | |
| Project: | Electricity Sector Reform |
| Activity: | Institutional Capacity Building Activity |
| Sub-Activity: | N/A |

| | | | |
|---------|-----------------------------------|--|---|
| June-19 | Change Description: | Definition Modification | |
| | Change: | Previous | Revised |
| | | IPP solicitation process implemented by an entity TBD through Roadmap process and approved by the ESRP Director. | IPP solicitation process implemented by EWRC and PPP through the Roadmap process. |
| | Justification Description: | EWRC and PPP are responsible for this, not the ESRP Director. | |
| June-19 | Change Description: | Responsible Party Modification | |
| | Change: | Previous | Revised |
| | | ESRP Director | EWRC and PPP |
| | Justification Description: | EWRC and PPP are responsible for this, not the ESRP Director. | |
| June-19 | Change Description: | Name Modification | |
| | Change: | Previous | Revised |
| | | IPP solicitation process implemented | Power Sector Investment solicitation process implemented |
| | Justification Description: | EWRC and PPP are responsible for this, not the ESRP Director. | |

| | | |
|----------------------------------|--|---|
| Network expansion plan completed | | |
| Project: | Electricity Sector Reform | |
| Activity: | Institutional Capacity Building Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | Retire Indicator |
| | Justification: | |
| | Justification Description: | This indicator is covered under the Integrated Resource Plan. |

| | | |
|---|--|------------------|
| <i>Least-cost generation plan completed</i> | | |
| Project: | Electricity Sector Reform | |
| Activity: | Institutional Capacity Building Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | Retire Indicator |

| | | |
|--|-----------------------------------|---|
| | Justification: | |
| | Justification Description: | This indicator is covered under the Integrated Resource Plan. |

| <i>Integrated Resource Plan completed</i> | | | |
|---|--|--|---|
| Project: | Electricity Sector Reform | | |
| Activity: | Institutional Capacity Building Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Definition Modification | |
| | Change: | Previous | Revised |
| | | Integrated Resource Plan completed and approved by the ESRP Director | Comprehensive plan that lays out a clear framework of generation, transmission and distribution with their associated cost/resources for effective implementation |
| | Justification Description: | Clarifying what is included in the completion of the Integrated Resource Plan. | |

| <i>Annual Financial Audit Report of EDSA produced</i> | | | |
|---|--|--|---|
| Project: | Electricity Sector Reform | | |
| Activity: | Institutional Capacity Building Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Definition Modification | |
| | Change: | Previous | Revised |
| | | Financial audit report produced by an external audit firm (when EDSA management and Board approves the report) | Financial assessment report produced by an external firm (when EDSA management and Board approves the report) |
| | Justification Description: | It is an assessment rather than an audit. | |
| June-19 | Change Description: | Name Modification | |
| | Change: | Previous | Revised |
| | | <i>Annual Financial Audit Report of EDSA produced</i> | <i>Financial Assessment Report of EDSA produced</i> |

| | | |
|--|-----------------------------------|--|
| | Justification Description: | It is an assessment rather than an audit. It is also not an annual process, rather a onetime report. |
|--|-----------------------------------|--|

| Collection Ratio | | |
|------------------|--|--|
| Project: | Electricity Sector Reform | |
| Activity: | Institutional Capacity Building Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria. Replacing Total revenue from energy sales indicator. |

| People trained in MCC supported capacity building activities | | |
|--|--|---|
| Project: | Electricity Sector Reform | |
| Activity: | Institutional Capacity Building Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria. |

WATER SECTOR REFORM PROJECT INDICATORS

| Total number of registered customers | | | |
|--------------------------------------|---|---|--|
| Project: | Water Sector Reform | | |
| Activity: | GVWC Institutional Strengthening Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Classification Modification | |
| | Change: | Previous | Revised |
| | | Cumulative | Level |
| | Justification Description: | The value of this indicator will fluctuate. | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | Customer class (Domestic, Commercial, Government) | Customer Class (Residential, Government, |

| | | | |
|--|-----------------------------------|--|-------------------------------|
| | | | Commercial, and Institutions) |
| | Justification Description: | Updating customer classes to match how GVWC classifies them. | |

| <i>Collection Ratio</i> | | | |
|-------------------------|---|--|--|
| Project: | Water Sector Reform | | |
| Activity: | GVWC Institutional Strengthening Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | Customer class (Domestic, Commercial, Government) | Customer Class (Residential, Government, Commercial, and Institutions) |
| | Justification Description: | Updating customer classes to match how GVWC classifies them. | |
| June-19 | Change Description: | Baseline Modification | |
| | Change: | Previous | Revised |
| | | .73 | .70 |
| | Justification Description: | Updated customer classes which requires updated baselines. | |

| <i>Cost-of-service study completed</i> | | | |
|--|---|--|--|
| Project: | Water Sector Reform | | |
| Activity: | GVWC Institutional Strengthening Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Retire Indicator | |
| | Justification Description: | No longer doing this. Unable to get the necessary data | |

| <i>Number of consumer education initiatives conducted</i> | | | |
|---|---|-----------------------|---------|
| Project: | Water Sector Reform | | |
| Activity: | GVWC Institutional Strengthening Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Baseline Modification | |
| | Change: | Previous | Revised |

| | | | |
|--|-----------------------------------|---|---|
| | | 2 | 0 |
| | Justification Description: | We want to know the number done under the Threshold program, so the bassline should be 0. | |

| <i>Community Water Services Department operational</i> | | | |
|--|---|--|---|
| Project: | Water Sector Reform | | |
| Activity: | GVWC Institutional Strengthening Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Name Modification | |
| | Change: | Previous | Revised |
| | | <i>Community Water Services Department operational</i> | <i>Community Water Services Department established</i> |
| | Justification Description: | Difficult to define operational so we are changing to established. | |

| <i>Community Water Services Department management plan developed</i> | | | |
|--|---|---|--|
| Project: | Water Sector Reform | | |
| Activity: | GVWC Institutional Strengthening Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Definition modification | |
| | Change: | Previous | Revised |
| | | <i>Community Water Services Department strategic action plan with budget approved by GVWC management.</i> | <i>Community Water Services Department annual strategic action plan with budget approved by GVWC management.</i> |
| | Justification Description: | Clarifying that this is an annual action plan and budget. | |
| June-19 | Change Description: | Frequency of Reporting Modification | |
| | Change: | Previous | Revised |
| | | Once | Annual |
| | Justification Description: | This is an annual process, not a onetime thing. | |
| June-19 | Change Description: | Classification Modification | |
| | Change: | Previous | Revised |
| | | Date | Level |

| | | | |
|---------|-----------------------------------|---|---------|
| | Justification Description: | This is an annual process, not a onetime thing. | |
| June-19 | Change Description: | Unit Modification | |
| | Change: | Previous | Revised |
| | | Date | Level |
| | Justification Description: | This is an annual process, not a onetime thing. | |

| | | |
|--|---|--|
| People trained in MCC supported capacity building activities | | |
| Project: | Water Sector Reform | |
| Activity: | GVWC Institutional Strengthening Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria |

| Access to improved water supply | | | |
|---------------------------------|--|----------------------------------|--|
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | None | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) |
| | Justification Description: | Adding relevant disaggregation's | |
| June-19 | Change Description: | Baseline Modification | |
| | Change: | Previous | Revised |
| | | TBD | 77 |
| | Justification Description: | Updated from TBD | |
| June-19 | Change Description: | Target Modification | |
| | Change: | Previous | Revised |

| | | | |
|--|-----------------------------------|------------------|-----------------|
| | | TBD | Monitoring Only |
| | Justification Description: | Updated from TBD | |

| <i>Percentage of population using safely managed drinking water services</i> | | | |
|--|--|-----------------------------|--|
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | (A) Season (Rainy/dry) | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) |
| | Justification Description: | Disaggregating by DMA | |
| June-19 | Change Description: | Target Modification | |
| | Change: | Previous | Revised |
| | | TBD | Monitoring Only |
| | Justification Description: | Updated from TBD | |

| <i>Percentage of the population using a basic water source</i> | | | |
|--|--|-----------------------------|--|
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | (A) Season (Rainy/dry) | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) |
| | Justification Description: | Disaggregating by DMA | |

| | | | | | | | | |
|---------|----------------------------|--|--------|--------|--------|---------|------------------|--|
| June-19 | Change Description: | Baseline Modification | | | | | | |
| | Change: | Previous | | | | Revised | | |
| | | TBD | | | | 87 | | |
| | Justification Description: | Updated from TBD | | | | | | |
| June-19 | Change Description: | Target Modification | | | | | | |
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | End of Threshold | |
| | Revised Targets | | | | 88.6 | 89.2 | 89.2 | |
| | Previous Targets | | | | | | TBD | |
| | Justification: | TBD replaced with target | | | | | | |
| | Justification Description: | Targets were calculated using the trend in the data source as a basis. Targets were calculated based on this source: http://sierraleone.opendataforafrica.org/SLSDG2016/sustainable-development-goals-of-sierra-leone | | | | | | |

| | | | |
|-------------------|--|--|--|
| Non-revenue water | | | |
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | (A) Technical losses/Commercial losses | (A) DMA (Aberdeen/King Tom) (A.1) Technical losses/Commercial losses |
| | Justification Description: | Disaggregating by DMA | |

| | | | | | | | |
|--|--|---|--|--|--|--|--|
| <i>Number of connections regularized</i> | | | | | | | |
| Project: | Water Sector Reform | | | | | | |
| Activity: | DMA and Standpipe Demonstration Activity | | | | | | |
| Sub-Activity: | N/A | | | | | | |
| June-19 | Change Description: | Retire Indicator | | | | | |
| | Justification: | Indicator has been added which is superior in measuring same variable | | | | | |

| | | |
|--|-----------------------------------|--|
| | Justification Description: | Replacing with Registered customers in the project DMA. We want to know about the total number of customers, not just those regularized. |
|--|-----------------------------------|--|

| <i>Registered customers in the project DMA</i> | | |
|--|--|---|
| Project: | Water Sector Reform | |
| Activity: | DMA and Standpipe Demonstration Activity | |
| Sub-Activity: | N/A | |
| June-19 | Change Description: | New Indicator |
| | Justification: | Replacing the indicator Number of connections regularized |
| | Justification Description: | |

| <i>Continuity of service</i> | | | |
|------------------------------|--|--|--|
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | (A) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private/Non-GVWC) (B) Season (Rainy/Dry) | (A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) (A.2) Season (Rainy/Dry) |
| | Justification Description: | Disaggregating by DMA and updating nested disaggregation's to match how it was done in the KAP survey. Also removing non-GVWC as a disaggregation as it is not relevant. | |
| June-19 | Change Description: | Baseline Modification | |
| | Change: | Previous | Revised |
| | | TBD | 70.4 |
| | Justification Description: | Updated from TBD | |

| <i>Days of service per week</i> | |
|---------------------------------|--|
| Project: | Water Sector Reform |
| Activity: | DMA and Standpipe Demonstration Activity |

| | | | |
|---------------|----------------------------|--|--|
| Sub-Activity: | | N/A | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | (A) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private/Non-GVWC) (B) Season (Rainy/Dry) | (A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) (A.2) Season (Rainy/Dry) |
| | Justification Description: | Disaggregating by DMA and updating nested disaggregation's to match how it was done in the KAP survey. Also removing non-GVWC as a disaggregation as it is not relevant. | |
| June-19 | Change Description: | Baseline Modification | |
| | Change: | Previous | Revised |
| | | TBD | 4.6 |
| | Justification Description: | Updated from TBD | |

| Residential water consumption | | | |
|-------------------------------|--|--|--|
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | (A) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private/Non-GVWC) (B) Season (Rainy/Dry) | (A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) |
| | Justification Description: | Disaggregating by DMA and updating nested disaggregation's to match how it was done in the KAP survey. Also removing non-GVWC as a disaggregation as it is not relevant. | |

| | |
|--|---------------------|
| <i>Percentage of water samples with no fecal coliforms</i> | |
| Project: | Water Sector Reform |

| | | | |
|---------------|--|--|--|
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | (A) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private/Non-GVWC) | (A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) |
| | Justification Description: | Disaggregating by DMA and updating nested disaggregation's to match how it was done in the KAP survey. Also removing non-GVWC as a disaggregation as it is not relevant. | |
| June-19 | Change Description: | Name Modification | |
| | Change: | Previous | Revised |
| | | Percentage of water samples with no fecal coliforms | Water quality samples achieving fecal coliform standards |
| | Justification Description: | Updating to match the indicator name in the SPIP. | |
| June-19 | Change Description: | Definition Modification | |
| | Change: | Previous | Revised |
| | | Percentage of water samples with no fecal coliforms | Percentage of water quality samples achieving fecal coliform standards |
| | Justification Description: | Updating to match the indicator name in the SPIP. | |

| | | | |
|---|--|-----------------------------|---------|
| Percentage of GVWC distribution points that meet regulatory standards for residual chlorine | | | |
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |

| | | | |
|--|-----------------------------------|--|--|
| | | (A) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private/Non-GVWC) (A.1) (Nested) Source/Point-of-consumption | (A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) |
| | Justification Description: | Disaggregating by DMA and updating nested disaggregation's to match how it was done in the KAP survey. Also removing non-GVWC and the Source/Point-of-consumption disaggregation's as they are not relevant. | |

| Time spent fetching water from home in last week | | | | | | | |
|--|--|----------------------------------|--------|--------|--|--------|------------------|
| Project: | Water Sector Reform | | | | | | |
| Activity: | DMA and Standpipe Demonstration Activity | | | | | | |
| Sub-Activity: | N/A | | | | | | |
| | | | | | | | |
| June-19 | Change Description: | Disaggregation Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | None | | | (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) | | |
| | Justification Description: | Adding relevant disaggregation's | | | | | |
| June-19 | Change Description: | Baseline Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | TBD | | | 2.4 | | |
| | Justification Description: | Updated from TBD | | | | | |
| June-19 | Change Description: | Target Modification | | | | | |
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | End of Threshold |
| | Revised Targets | | | | | 1 | 1 |
| | Previous Targets | | | | | | TBD |
| | Justification: | TBD replaced with target | | | | | |
| | Justification Description: | Updating from TBD | | | | | |

| Payments made from standpipe entrepreneurs to GVWC | | | |
|--|--|-----------------------------|-----------------------------|
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | None | (A) DMA (Aberdeen/King Tom) |
| | Justification Description: | Disaggregating by DMA | |
| June-19 | Change Description: | Baseline Modification | |
| | Change: | Previous | Revised |
| | | TBD | 0 |
| | Justification Description: | Updated from TBD | |

| Timeliness of payments made from standpipe entrepreneurs to GVWC | | | |
|--|--|-----------------------------|-----------------------------|
| Project: | Water Sector Reform | | |
| Activity: | DMA and Standpipe Demonstration Activity | | |
| Sub-Activity: | N/A | | |
| | | | |
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | None | (A) DMA (Aberdeen/King Tom) |
| | Justification Description: | Disaggregating by DMA | |

| <i>Profits for standpipe entrepreneurs</i> | |
|--|--|
| Project: | Water Sector Reform |
| Activity: | DMA and Standpipe Demonstration Activity |
| Sub-Activity: | N/A |
| | |

| | | | |
|---------|-----------------------------------|-----------------------------|-----------------------------|
| June-19 | Change Description: | Disaggregation Modification | |
| | Change: | Previous | Revised |
| | | None | (A) DMA (Aberdeen/King Tom) |
| | Justification Description: | Disaggregating by DMA | |
| June-19 | Change Description: | Baseline Modification | |
| | Change: | Previous | Revised |
| | | TBD | 0 |
| | Justification Description: | Updated from TBD | |

| Customer satisfaction with supply reliability | | | | | | | |
|---|--|-----------------------------|--------|--------|-----------------------------|--------|------------------|
| Project: | Water Sector Reform | | | | | | |
| Activity: | DMA and Standpipe Demonstration Activity | | | | | | |
| Sub-Activity: | N/A | | | | | | |
| | | | | | | | |
| June-19 | Change Description: | Disaggregation Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | None | | | (A) DMA (Aberdeen/King Tom) | | |
| | Justification Description: | Disaggregating by DMA | | | | | |
| June-19 | Change Description: | Baseline Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | TBD | | | 19.8 | | |
| | Justification Description: | Updated from TBD | | | | | |
| June-19 | Change Description: | Target Modification | | | | | |
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | End of Threshold |
| | Revised Targets | | | | | 35 | 35 |
| | Previous Targets | | | | | | TBD |

| | | | | | | | |
|---------|----------------------------|--|--------|--------|---|--------|------------------|
| June-19 | Change Description: | Classification Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | Level | | | Cumulative | | |
| | Justification Description: | We want to know the cumulative total. | | | | | |
| June-19 | Change Description: | Disaggregation Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | Sex (Male/Female) | | | (A) DMA (Aberdeen/King Tom) (A.1) Sex (Male/Female) | | |
| | Justification Description: | Disaggregating by DMA | | | | | |
| June-19 | Change Description: | Target Modification | | | | | |
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | End of Threshold |
| | Revised Targets | | | | | 11 | 11 |
| | Previous Targets | | | | | | 10 |
| | Justification Description: | Updated based on the detailed drawings in the bidding documents. | | | | | |

| Customer meters installed | | |
|---------------------------|--|--|
| Project: | Water Sector Reform | |
| Activity: | DMA and Standpipe Demonstration Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification: | Existing indicators do not sufficiently meet adequacy criteria |
| | Justification Description: | |

| <i>Water points constructed</i> | | |
|---------------------------------|--|--|
| Project: | Water Sector Reform | |
| Activity: | DMA and Standpipe Demonstration Activity | |
| Sub-Activity: | N/A | |

| | | |
|---------|-----------------------------------|--|
| June-19 | Change Description: | New Indicator |
| | Justification: | Existing indicators do not sufficiently meet adequacy criteria |
| | Justification Description: | |

| | | |
|--|--|--|
| <i>Length of water pipes constructed</i> | | |
| Project: | Water Sector Reform | |
| Activity: | DMA and Standpipe Demonstration Activity | |
| Sub-Activity: | N/A | |
| June-19 | Change Description: | New Indicator |
| | Justification: | Existing indicators do not sufficiently meet adequacy criteria |
| | Justification Description: | |

REGULATORY STRENGTHENING PROJECT INDICATORS

| | | | |
|--|--|---|---------|
| <i>Cost-of-service study completed</i> | | | |
| Project: | Regulatory Strengthening | | |
| Activity: | Operational Support and Capacity Building Activity | | |
| Sub-Activity: | N/A | | |
| June-19 | Change Description: | Responsible Party Modification | |
| | Change: | Previous | Revised |
| | | Economic Regulator | EWRC |
| | Justification Description: | Clarification of who the economic regulator is. | |

| | | |
|---|--|---------------------|
| <i>Existing utilities in the power sector formally licensed</i> | | |
| Project: | Regulatory Strengthening | |
| Activity: | Operational Support and Capacity Building Activity | |
| Sub-Activity: | N/A | |
| June-19 | Change Description: | Target Modification |

| | | | | | | |
|---------|----------------------------|---|--------|--------|---------|------------------|
| | | Year 1 | Year 2 | Year 3 | Year 4 | End of Threshold |
| | Revised Targets | 3 | 3 | 3 | 3 | 3 |
| | Previous Targets | 3 | 5 | 8 | 11 | 14 |
| | Justification: | | | | | |
| June-19 | Change Description: | Classification Modification | | | | |
| | Change: | Previous | | | Revised | |
| | | Cumulative | | | Level | |
| | Justification Description: | Error correction – Number is not an indicator classification. | | | | |

| | | | | | | | |
|--|--|---|--------|-----------|---------|--------|------------------|
| EDSA reporting submitted according to reporting requirements | | | | | | | |
| Project: | Regulatory Strengthening | | | | | | |
| Activity: | Tariff Process and Performance Monitoring Activity | | | | | | |
| Sub-Activity: | N/A | | | | | | |
| | | | | | | | |
| June-19 | Change Description: | Classification Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | Date | | | Level | | |
| | Justification Description: | Switching to a binary indicator. This will happen more than one time. | | | | | |
| June-19 | Change Description: | Unit Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | Date | | | Number | | |
| | Justification Description: | Switching to a binary indicator. This will happen more than one time. | | | | | |
| June-19 | Change Description: | Target Modification | | | | | |
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | End of Threshold |
| | Revised Targets | | | 31-Dec-18 | | | 31-Dec-18 |
| | Previous Targets | | | 1 | 1 | 1 | 1 |
| | Justification: | TBD replaced with target | | | | | |

| | | |
|--|-----------------------------------|--|
| | Justification Description: | Switching to a binary indicator. This will happen more than one time. 1 indicates that the reporting was submitted according to reporting requirements, and 0 indicates that it was not. |
|--|-----------------------------------|--|

| EGTC reporting submitted according to reporting requirements | | | | | | | |
|--|--|--|--------|-----------|---------|--------|------------------|
| Project: | Regulatory Strengthening | | | | | | |
| Activity: | Tariff Process and Performance Monitoring Activity | | | | | | |
| Sub-Activity: | N/A | | | | | | |
| | | | | | | | |
| June-19 | Change Description: | Classification Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | Date | | | Level | | |
| | Justification Description: | Switching to a binary indicator. This will happen more than one time. | | | | | |
| June-19 | Change Description: | Unit Modification | | | | | |
| | Change: | Previous | | | Revised | | |
| | | Date | | | Number | | |
| | Justification Description: | Switching to a binary indicator. This will happen more than one time. | | | | | |
| June-19 | Change Description: | Target Modification | | | | | |
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | End of Threshold |
| | Revised Targets | | | 31-Dec-18 | | | 31-Dec-18 |
| | Previous Targets | | | 1 | 1 | 1 | 1 |
| | Justification: | TBD replaced with target | | | | | |
| | Justification Description: | Switching to a binary indicator. This will happen more than one time. 1 indicates that the reporting was submitted according to reporting requirements, and 0 indicates that it was not. | | | | | |

| <i>Tariff design efficiency that includes a lifeline tariff developed</i> | |
|---|--|
| Project: | Regulatory Strengthening Project |
| Activity: | Tariff Process and Performance Monitoring Activity |
| Sub-Activity: | N/A |

| | | | |
|---------|-----------------------------------|---|---|
| June-19 | Change Description: | Name Modification | |
| | Change: | Previous | Revised |
| | | <i>Tariff design efficiency that includes a lifeline tariff developed</i> | <i>Lifeline tariff developed and approved</i> |
| | Justification Description: | Clarification of what we are expecting will be accomplished. | |
| June-19 | Change Description: | Definition Modification | |
| | Change: | Previous | Revised |
| | | Tariff design efficiency that includes a lifeline tariff approved by EWRC | Lifeline tariff developed approved by EWRC |
| | Justification Description: | Clarification of what we are expecting will be accomplished. | |

| | | |
|--|--|---|
| Cost-reflective tariff regime approved | | |
| Project: | Regulatory Strengthening | |
| Activity: | Tariff Process and Performance Monitoring Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | Retire Indicator |
| | Justification: | Indicator has been added which is superior in measuring same variable |
| | Justification Description: | Adding common indicator. |

| | | |
|-------------------------------|--|--|
| Cost-reflective tariff regime | | |
| Project: | Regulatory Strengthening | |
| Activity: | Tariff Process and Performance Monitoring Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification: | Existing indicators do not sufficiently meet adequacy criteria |
| | Justification Description: | Adding common indicator. |

| | |
|---|--|
| <i>People trained in MCC supported capacity building activities</i> | |
|---|--|

| | | |
|---------------|--|--|
| Project: | Regulatory Strengthening | |
| Activity: | Operational Support and Capacity Building Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria |

| | | |
|--|----------------------------------|--|
| Design of RBF framework approved by MCCU | | |
| Project: | Regulatory Strengthening | |
| Activity: | Results Based Financing Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria |

| | | |
|---------------------------------------|----------------------------------|--|
| Verification agent contracted by MCCU | | |
| Project: | Regulatory Strengthening | |
| Activity: | Results Based Financing Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria |

| KPI's for which a payment has been disbursed per the Independent Verification Report | | |
|--|----------------------------------|--|
| Project: | Regulatory Strengthening | |
| Activity: | Results Based Financing Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria |

| | | |
|--|----------------------------------|--|
| <i>RBF incentive payment disbursed</i> | | |
| Project: | Regulatory Strengthening | |
| Activity: | Results Based Financing Activity | |

| | | | |
|---------------|----------------------------|--|--|
| Sub-Activity: | | N/A | |
| | | | |
| June-19 | Change Description: | New Indicator | |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria | |

| | | |
|-----------------------|----------------------------------|--|
| RBF disputes resolved | | |
| Project: | Regulatory Strengthening | |
| Activity: | Results Based Financing Activity | |
| Sub-Activity: | N/A | |
| | | |
| June-19 | Change Description: | New Indicator |
| | Justification Description: | Existing indicators do not sufficiently meet adequacy criteria |