



Millennium Challenge Coordinating Unit

Monitoring and Evaluation Plan

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Version 5

TABLE OF CONTENTS

Contents

PREAMBLE	2
LIST OF ACRONYMS	3
THRESHOLD PROGRAM AND OBJECTIVE OVERVIEW	4
Introduction	4
Threshold Program Background.....	5
Threshold Program Logic	7
Program Beneficiaries	19
MONITORING COMPONENT	20
Summary of Monitoring Strategy.....	20
Data Quality Reviews	21
Standard Reporting Requirements	22
Reporting to MCC: Quarterly Disbursement Request Package	22
Reporting to MCA and Local Stakeholders	22
Summary of Evaluation Strategy	22
Independent Evaluations	22
Threshold Program Mid-Term Evaluation.....	23
Special Studies and Monitoring Activities	23
Self-Evaluation	24
Specific Evaluation Plans	24
Evaluation Questions	25
IMPLEMENTATION AND MANAGEMENT OF M&E.....	27
Responsibilities.....	27
MCA Management Information System for Monitoring and Evaluation.....	29
Review and Revision of the M&E Plan	29
M&EBUDGET	29

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;
- 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 7.1 million people (National Census, 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. Following an application by the Government of Sierra Leone for an extension of the Threshold Program, MCC approved an extension until March 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 (RBF)) 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 resources and technical capacity to regulate each sector • Regulatory frameworks established will be sustained • The RBF framework identified the right indicators to incentivize 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 ongoing 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 and establish the Power Sector investment policy framework/regulations. 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. The Power Sector Scorecard will be developed to monitor progress on the implementation of the Roadmap actions.

The financial viability of the EGTC is heavily dependent on the EDSA. Since the unbundling of the NPA, there has not been a Power purchase agreement (PPA) between EGTC & EDSA. The Threshold program will support the development of a PPA between the two entities.

Under the Institutional Capacity Building Activity, the Threshold Program 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. Establishment of the Planning Unit involves initial staffing support, providing technical advisory services as well as management tools and equipment.

This activity will provide targeted technical assistance to EGTC and EDSA in coordination with the Government and other development partners. 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. EGTC currently does not manage Bumbuna hydro electrical plant (HEP), 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 HEPs that will come on line in the future. This is crucial for the future of EGTC as the thermal plants that served Freetown are currently not in use. Freetown now receives electricity from Bumbuna HEP and Kar Power ship, an Independent Power Producer (IPP).

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 the respective utilities.

The key assumptions and risks that underlie the accomplishments outlined in 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 	<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

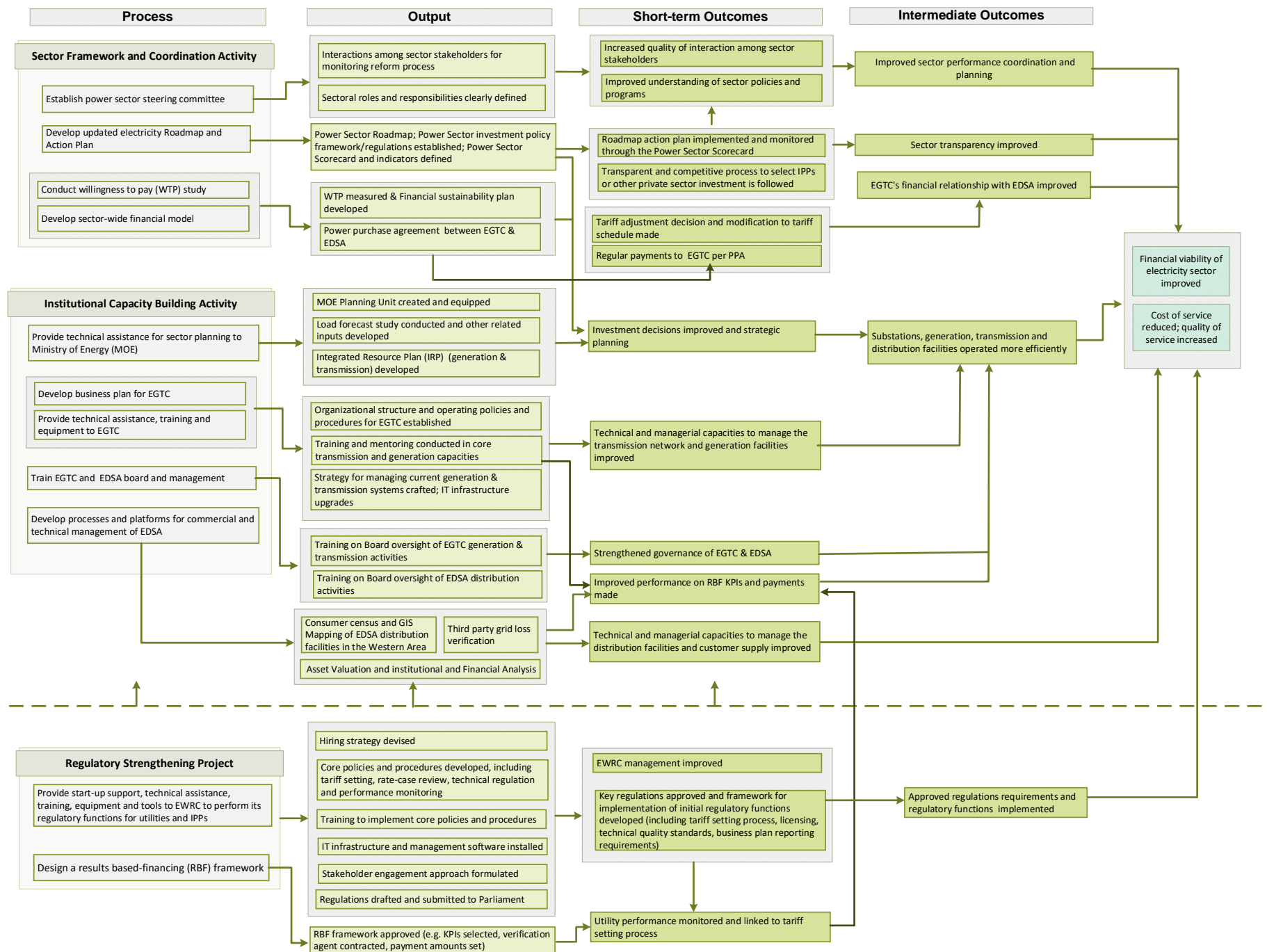
	<ul style="list-style-type: none"> • Once roles and responsibilities are clearly defined, stakeholders will act in line with those roles • The PPA will contribute transparency and accountability on the sales of electricity between the generation and distribution utilities. • Sector Steering committee meetings take place as planned and interactions are facilitated with best practices for meetings, communicating, reporting, accountability, etc. 	<ul style="list-style-type: none"> • Political factors and lack of capacity and resources could influence stakeholders and limit their willingness and ability to coordinate on sector activities • 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 Bumbuna HEP 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 for strategic planning and decision making are of high quality • Development of informational inputs will lead to the use of these inputs for decision making • Cost reflective 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 EGTC 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.

Impact



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 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 and propose sector priorities to be implemented.¹ 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

¹ Priority actions laid out in the Roadmap are not expected to be implemented during the Threshold Program.

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 oversight of GVWC. With the new Government regime and its mandate, the Ministry of Water Resources replaced NCP to provide the oversight function of GVWC. The TA support to NCP ended as the Ministry of Water Resources now receives this support.
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. GVWC 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 GVWC 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.

The DMA Demonstration 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 resettlement could be minimized and how DFID’s large scale rehabilitation of the network would impact an area.

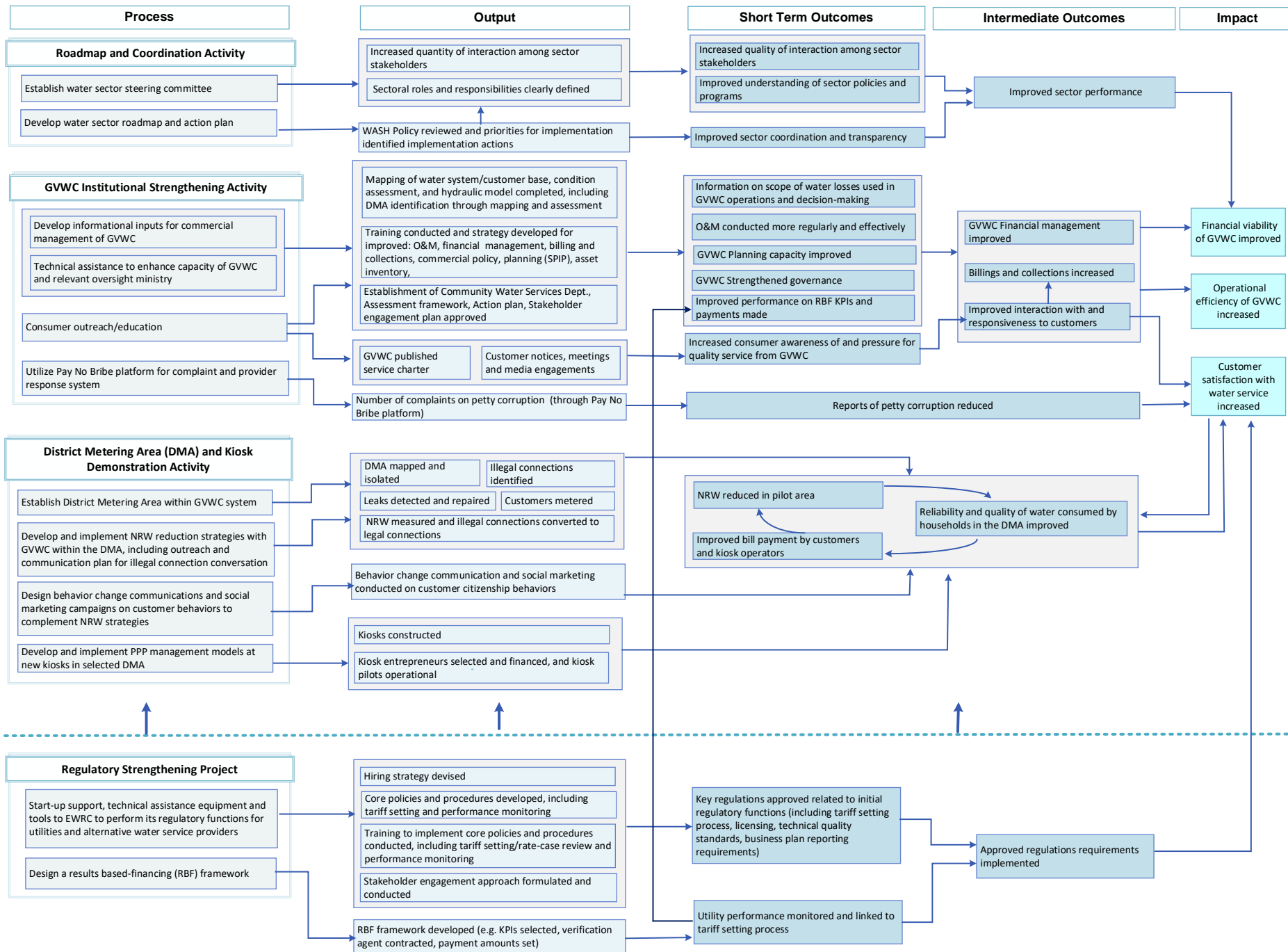
Project Activities	Assumptions	Risks
Roadmap and Coordination Activity	<ul style="list-style-type: none"> • Sector Steering committee meetings take place as planned and interactions are facilitated with best practices for meetings, communicating, reporting, accountability, etc. • Developing a sector roadmap will establish clear roles and responsibilities in the sector and 	<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

	<p>will lead to improved quality of interaction – less time is wasted in deliberation of competing priorities.</p> <ul style="list-style-type: none"> • 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 Roadmap 	<p>capacity and resources could influence stakeholders and limit their willingness and ability to coordinate on sector activities</p>
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 	<ul style="list-style-type: none"> • Customers see no improvements in service levels • Customer resistance to paying for water • High number of illegal

	<p>levels</p> <ul style="list-style-type: none"> • 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) • More customers pay for water • Kiosks are managed effectively and earn profit • DMA improvements and kiosk management models are replicated across GVWC entire network after the Threshold Program ends 	<p>connections persists</p> <ul style="list-style-type: none"> • New kiosk management model does not lead to improved service
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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.

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 53.2 % of households in Freetown receive their water from GVWC sources, according to the 2018 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 Agreement 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 contracted an independent data quality reviewer to complete the DQR in 2017 in compliance with MCC Program Procurement Guidelines.

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 conducted a mid-term review of the Threshold Program in 2018. This mid-term review was to 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 helped MCCU and the stakeholders to define the directions to achieve the expected objectives of the Threshold.

Themes and questions that were addressed as part of this evaluation included 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 is conducting a special study to understand 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.

MCC would like to maximize its learning from the DMA Activity and has established 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. Remote sensors that measure water levels will be installed on the water storage tanks at each kiosk constructed in the DMA. 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

MCC has contracted Social Impact to conduct an independent evaluation of the Threshold Program. 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 pre-post comparison	2023
Water Sector Reform Project	Performance	Social Impact	Mixed methods pre-post comparison	2023
District Metering Area and Kiosk Demonstration Activity	Performance/Impact	Social Impact	Comparative analysis of project and comparison DMA Time Series ²	2023

² MCC considers this to be an impact evaluation methodology.

Evaluation Questions

The following evaluation questions will be addressed through this evaluation.

Electricity Reform, Water Reform and Regulatory Strengthening Projects

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

Social Impact will conduct a performance evaluation of the Water Sector and Electricity Sector Reform Projects along with 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 assess the financial viability of the utilities in each sector as well as the sustainability of transformations initiated and results. These outcomes will be evaluated at interim and endline with the interim data collection estimated to take place in early 2021 and end line data collection two years later in 2023.³ A pre-post analysis will be conducted using document review, secondary utility administrative data, key informant interviews (KIIs), focus group discussions (FGDs), direct observation (DO), and process mapping. If sufficient administrative data are available, the evaluator may also conduct an interrupted time series analysis (ITSA).

The evaluation of the DMA Activity will include a time series analysis of system level administrative, metering and customer billing data. DMA level data are expected to be available as a result of meters installed during the project and support related to key performance indicators. The completion of the Threshold Program will be used as cut-off point for before and after ITSA to address evaluation questions around sustainability. A comparative study is also proposed to assess household level changes in the project DMAs compared to Cockle Bay related to reliability and quality of service along with qualitative data.

Data Sources

Primary Data Collection

Survey Name	Quantitative	Define Sample	Sample	Number	Exposure	Expected Dates
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³ Due to the COVID-19 pandemic, the interim round of data collection was shifted from 2020 to 2021.

	or Qualitative		Size	of Rounds	Period (months)	of Primary Data Collection
Process mapping, FGD, KII and observations	Qualitative	MCCU staff, consultants, EGTC, EDSA, Ministry of Energy, GVWC, Ministry of Water Resources, EWRC, Sector steering committees	60-80	2	24	Interim: 2021 End line: 2023
DMA household survey	Quantitative	Households in Aberdeen, Kingtom and Cockle Bay DMAs	670	2	24	Interim: 2021 End line: 2023

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 Office of the Vice President which is the designated 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. Funds for conducting evaluation surveys and focus groups in the DMA are included in the Threshold M&E budget.

Annex I: Indicator Documentation

Results Statement	Indicator Code	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	ESRP-1		Process	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	ESRP-2		Process	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.
Interactions among sector stakeholders for monitoring reform process; Increased quantity of interaction among sector stakeholders for monitoring reform process; Improved sector coordination and planning	ESRP-3		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.
Training on Board oversight of EDSA distribution activities	ESRP-4		Process	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.
Training on Board oversight of EDSA distribution activities	ESRP-5		Process	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 & Financial sustainability plan developed	ESRP-6		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)
Power Sector Roadmap; Power Sector investment policy framework/regulations established; Power Sector Scorecard and indicators defined	ESRP-7		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	
WTP measured & Financial sustainability plan developed	ESRP-8		Output	Financial sustainability plan approved by Steering Committee	Financial sustainability plan for the sector, detailing current and future GoSL financial support to the	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.

Power purchase agreement between EGTC & EDSA	ESRP 25		Output	PPA between EDSA and EGTC	Power purchase agreement between EDSA and EGTC and signed	Date	Date	None	Signed PPA	ESRP Director	Once	
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 managing current generation and transmission and distribution	ESRP-9		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, transmission and distribution facilities operated more efficiently	ESRP-10	P-13	Outcome	Maintenance expenditure-asset value ratio	Actual maintenance expenditures / Total value of fixed assets	Percentage	Level	None	EGTC Management Report from financial department, Asset Value 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.
Financial viability of electricity sector improved	ESRP-11	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	Management reports from account department with revenues billed by power station, payments received from EDSA	EGTC Financial Controller	Annually	This will be assessed by comparing the 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 paid 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.
Improved capacity to manage and operate substations, transmission, and generation facilities; Operational efficiency of EGTC improved	ESRP-13	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	ESRP-14		Outcome	Collection ratio	The total revenue collected in a year as a percentage of the total billed revenue (expected revenue) for the same year.	Ratio	Level	None	EGTC payment ledger received	EGTC Account Department	Annually	This is for all of EGTC, it is not possible to disaggregate.
Financial viability of electricity sector improved	ESRP-15		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	ESRP-16		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. 4. This plant is generally not operating. It will remain in the M&E Plan for monitoring purposed only.
Substations and generation facilities operated more efficiently	ESRP-17		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. 4. This plant is generally not operating. It will remain in the M&E Plan for monitoring purposed only.
Consumer census and GIS Mapping of EDSA distribution facilities in the Western Area	ESRP-18		Output	GIS-linked Consumer Census completed	GIS-linked Consumer Census completed by contractor and approved by the ESRP Director.	Date	Date	None	Deliverable approval form + final report for the contract	ESRP Director	Once	
Transparent and competitive process to select IPPs or other private sector investment is followed	ESRP-19		Outcome	Power Sector Investment solicitation process implemented	Number of IPP solicitations implemented by EWRC and PPP through the Roadmap process according to the framework established under the Threshold	Number	Cumulative	None	Report of Sector Road map	EWRC and PPP	Once	1. Organizer of tender TBD based on Roadmap decisions
Load forecast conducted and other related inputs developed	ESRP-20		Output	Load Forecast Study approved	Load Forecast Study approved by appropriate sector actors	Date	Date	None	Load Forecast Study Report	ESRP Director	Once	

Integrated resource plan approved and implemented	ESRP-21		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 and is signed by the Ministry of Energy	Date	Date	None	Integrated Resource Plan	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.
Asset Valuation and Institutional and Financial Analysis	ESRP-22		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	Financial Assessment Report of EDSA	ESRP Director	Once	
Training and mentoring conducted in core transmission and generation capacities	ESRP-23		Output	People trained in MCC supported electricity sector capacity building activities	Number of people trained under the Sierra Leone Threshold program in core technical capacities in the electricity sector (i.e. EGTC, EDSA, others such as Min of Energy)	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. Participants should only be counted once.
MOE Planning Unit created and equipped	ESRP-24		Output	Ministry of Energy Planning unit established	MOE Planning Unit fully staffed and there is a workplan established for the unit for future operations	Date	Date	None	Organogram and Contracts agreements of Planning Unit Personnel and workplan	ESRP Director	Once	This will be assessed based on the date the last person for staffing up the unit is hired and a workplan is established. Fully staffing the Planning Unit reflects th Ministry's commitment to sustaining the support provided by the Threshold to pay for staff consultants.

Sierra Leone Water Sector Reform Project Annex I: Indicator Documentation Table												
Results Statement	Indicator Code	Common Indicator	Indicator Level	Indicator Name	Definition	Unit of Measure	Indicator Classification	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
	WSRP-1		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	Contracts from consultant, PAF (Payment Advice Form)	WSP Director	Quarterly	

	WSRP-2		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	Contracts from consultant, PAF (Payment Advice Form)	WSP Director	Quarterly	
	WSRP-3		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	Contracts from consultant, PAF (Payment Advice Form)	WSP Director	Quarterly	
Sector Roadmap and Coordination Activity												
Develop water sector roadmap and action plan; Improved sector coordination and planning	WSRP-4		Output	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	WSRP-5		Output	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, planning and transparency	WSRP-6		Outcome	Annual Sector Review completed	Number of annual progress review of activities in the water sector.	Number	Level	None	Annual Sector Review Report	WSP Director	Annual	
GVWC Institutional Strengthening Activity												
Billings and collections increased	WSRP-7	WS-25	Outcome	Total customer connections	Total number of water connections operational through billing by GVWC in a year.	Number	Level	Customer class (Residential, Government, Commercial, and Institutions)	EDAMS Database	GVWC	Quarterly	GVWC has four main categories of customers. Residential, Government, Commercial, and Institutions. The customer database has a category for "other" customers i.e. community services and bowsters supply to customers. These customers are excluded from the calculation of this indicator.
Billings and collections increased	WSRP-8	WS-18	Outcome	Collection Ratio	The total revenue collected in a year as a percentage of the total billed revenue (expected revenue) for the same year.	Percentage	Level	Customer class (Residential, Government, Commercial, and Institutions)	EDAMS Database	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	WSRP-9		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	

Financial viability of GVWC improved	WSRP-11	WS-10	Outcome	Operating cost coverage	Total annual operational revenues divided by total annual operating costs.	Percentage	Level	None	Financial Records extracted from Great Plains	GVWC	Annually	Financial records extracted from Great Plains (which have not been audited). Audited documents are not timely if they ever become available (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	WSRP-12		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	WSRP-13	WS-20	Outcome	Rate of customer service complaints	Total number of water and wastewater complaints in a year expressed as a percentage of the total number of water and wastewater connections.	Percentage	Level	None	Report from GVWC Commercial Department	GVWC	Quarterly	Aquaring 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.
Number of complaints on petty corruption (through Pay No Bribe platform)	WSRP-14		Output	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	Anti-corruption commission Pay No Bribe Report	GVWC	Quarterly	
Training conducted and strategy developed for improved: O&M, financial management, billing & collections, commercial policy, planning (SPIP), asset inventory	WSRP-15		Output	People trained in MCC supported water sector capacity building activities	Number of people trained under the Sierra Leone Threshold program in core technical capacities in the water sector	Number	Cumulative	Institution (Guma, Other) Gender (Male/Female)	Training Attendance sheets; Accounting Payment Receipts	MCCU	Quarterly	
Customer notices, meetings and media engagements	WSRP-16		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	WSRP-17		Output	Mapping of water system completed	Mapping of water system completed by contractor and approved by the WSRP Director	Date	Date	None	Deliverable acceptance note for the final report from the consultant	WSRP Director	Once	
Mapping of water system/customer base, condition assessment, and hydraulic model completed, including DMA identification through mapping and assessment	WSRP-18		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	Deliverable acceptance note for the final report from the consultant	WSRP Director	Once	
Mapping of water system/customer base, condition assessment, and hydraulic model completed, including DMA identification through mapping and assessment	WSRP-19		Output	Condition assessment of treatment plant, transmission pipes, and dam completed	Condition assessment of treatment plant, transmission pipes, and dam completed by contractor and approved by the WSRP Director	Date	Date	None	Deliverable acceptance note for the final report from the consultant	WSRP Director	Once	
Mapping of water system/customer base, condition assessment, and hydraulic model completed, including DMA identification through mapping and assessment	WSRP-20		Output	Hydraulic modeling completed	Hydraulic modeling completed by contractor and approved by the WSRP Director	Date	Date	None	Deliverable acceptance note for the final report from the consultant	WSRP Director	Once	
Increased consumer awareness of and pressure for quality service from GVWC; Interaction with and responsiveness to customers improved	WSRP-21		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	ASI Task 3.6: Community Water Service Charter	WSRP Director	Once	CP for second disbursement.
Increased consumer awareness of and pressure for quality service from GVWC	WSRP-22		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	ASI Task 3.6: Community Water Service Charter	WSRP Director	Annual	
DMA and Standpipe Demonstration Activity												
Reliability and quality of water consumed by households in the DMA improved	WSRP-23		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) (A.2) Head of Household (Female/Male)	DMA Survey	DMA Consultant	Baseline and Endline	DMA only. Improvements in the management and operation of standpipes may affect access to clean drinking water. Baseline from the Knowledge Attitudes and Perceptions (KAP) Survey in the DMA conducted in 2018.

Reliability and quality of water consumed by households in the DMA improved	WSRP-25		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) (A.2) Head of Household (Female/Male)	DMA Survey	DMA Consultant	Baseline and Endline	Baseline from the KAP Survey in the DMA conducted in 2018.
NRW reduced in pilot area	WSRP-27	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. Estimates to be made from meters installed in the DMAs.
Illegal connections identified	WSRP-28		Outcome	Registered customers in the project DMA	Total number of water connections operational through billing by GVWC in a year.	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	WSRP-29	WS-9	Outcome	Continuity of service	Average hours of service per day for water supply	Hours per day	Level	(A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced- Public/GVWC- sourced-Private) (A.2) Season (Rainy/Dry)	DMA Survey	DMA Consultant	Baseline and Endline	Baseline from the KAP Survey in the DMA conducted in 2018. 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	WSRP-30		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- sourced-Private) (A.2) Season (Rainy/Dry)	Institutional Strengthening Report	GVWC	Quarterly	Tracked only within the DMA.
Reliability and quality of water supplied to households in the DMA improved	WSRP-32		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- Public/GVWC- sourced-Private) (A.2) Rainy/Dry Season	EDAMS Billed Revenue as proxy	DMA Consultant	Baseline and Endline	Tracked only within the DMA.
Reliability and quality of water supplied to households in the DMA improved	WSRP-33		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- Public/GVWC- sourced-Private)	ASI DMA Operational Report	DMA Consultant	Baseline and Endline	Tracked only within the DMA.

Reliability and quality of water supplied to households in the DMA improved	WSRP-34		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)	ASI DMA Operational 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	WSRP-35		Outcome	Time spent collecting water	Average time spent by household on water gathering activities performed during a one week period (one day recall), including 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 time spent returning from the closest water point.	Hours/Week	Level	(A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) (A.2) Female/Male	DMA Survey	DMA Consultant	Baseline and Endline	The KAP Survey in the DMA conducted in 2018.
Improved bill payment by customers and standpipe operators	WSRP-36		Outcome	Payments made from project kiosks to GVWC	Amount paid to GVWC by water kiosks divided by Amount billed by GVWC for water service *100	Percentage	Level	(A) DMA (Aberdeen/King Tom)	ASI DMA Operational Report	GVWC	Quarterly	The average amounts billed and paid per kiosk
Improved bill payment by customers and standpipe operators	WSRP-37		Outcome	Timeliness of payments made from kiosk entrepreneurs to GVWC	Number of bills paid by kiosks by the due date divided by number of bills received in a quarter *100	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
Financial viability of GVWC improved	WSRP-38		Outcome	Profits for kiosk entrepreneurs	Total earnings minus expenses (only for water services)	U.S. Dollars	Level	(A) DMA (Aberdeen/King Tom)	ASI DMA Operational Report	WSRP Director	Quarterly	While some kiosks may sell other items, only earnings from the sale of water is included.
Customer satisfaction with water service increased	WSRP-39		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	WSRP-40		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	WSRP-41		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	WSRP-42		Output	Number of kiosk for which contracts have been signed	Number of kiosk entrepreneurs selected and contracts signed between kiosk entrepreneurs and GVWC	Number	Level	(A) DMA (Aberdeen/King Tom)	Signed Contracts	MCCU	Annually	
Improved bill payment by customers and standpipe operators; NRW reduced in pilot areas	WSRP-43	WS-30	Output	Customer meters installed or replaced	Customer water meters installed or replaced	Number	Cumulative	(A) DMA (Aberdeen/King Tom)	ASI DMA Operational Report	GVWC	Quarterly	This includes existing and any new customers connected in the DMAs.
Leaks detected and repaired	WSRP-44	WS-27	Output	Length of water pipes constructed, replaced or rehabilitated	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 water supply kiosks.	Kilometers	Cumulative	(A) DMA (Aberdeen/King Tom)	ASI DMA Operational Report	DMA works consultant	Quarterly	Expansion will be made to connect some of the new kiosks
Kiosks constructed	WSRP-45	WS-31	Output	Water supply kiosks built	Number of new kiosks built or rehabilitated to become operational through an active connection to a water utility and provision of water to customers.	Number	Cumulative	(A) DMA (Aberdeen/King Tom)	Consultant Reports	DMA works consultant	Quarterly	This indicator refers to kiosks constructed in project DMAs. All will be connected to GVWC water network.
Leaks detected and repaired	WSRP-46		Output	Number of leaks repaired	Leaks repaired in DMAs including transmission and distribution system and service connections	Number	Cumulative	(A) DMA (Aberdeen/Kingtom)	Institutional Strengthening Report	DMA Consultant	Quarterly	
Reliability and quality of water consumed by households in the DMA improved	WSRP- 47		Outcome	Kiosk water storage	Average volume of water stored in tanks in-liters at DMA kiosks divide by Total storage capacity at DMA kiosks * 100	Percentage	Level	(A) DMA (Aberdeen/Kingtom) (B) Rainy season/Dry season	Kiosk Sensor Data Dashboard	MCCU M&E Director	Quarterly	The percentage of the storage capacity that is being used. Each kiosk is designed to include one or more water storage tanks to increase availability when water is not available from the network. Water volume measured in liters.
Kiosk entrepreneurs selected and financed, and kiosk pilots operational	WSRP-48		Output	DMA Kiosk Managers	Number of operators hired to manage the DMA kiosks	Number	Cumulative	(A) Female/Male	MCCU	WSRP Director	Quarterly	To be reported as the kiosks come online.

Sierra Leone Regulatory Strengthening Project
Annex I: Indicator Documentation Table

Results Statement	Indicator Code	Common Indicator	Indicator Level	Indicator Name	Definition	Unit of Measure	Indicator Classification	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
Provide start-up support, technical assistance, training, equipment and tools to EWRC to perform its regulatory functions for utilities and IPPs	RSP-1		Process	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 for EWRC Board members	ESRP Director	Once	
Core policies and procedures developed, including tariff setting, rate-case review, technical regulation and performance monitoring	RSP-4		Output	EWRC 5-year budget developed	5-year budget developed for EWRC, including proposed sources of funding, with support from contractor	Date	Date	None	AARC/EWRC Business plan	ESRP Director	Once	To include revenue requirements with proposed sources of funding

Core policies and procedures developed, including tariff setting, rate-case review, technical regulation and performance monitoring	RSP-5		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 to implement core policies and procedures	RSP-6		Output	People trained in MCC supported regulatory capacity building activities	Number of people trained by the Sierra Leone Threshold Program in core technical capacities for regulation, monitoring and oversight of water and electricity utilities	Number	Cumulative	EWRC/ Other (A) Male/Female	Training Attendance sheets; Accounting Payment Receipts	ESRP Director; Accounting Department	Quarterly	
Regulations drafted and submitted to Parliament	RSP 32		Output	Regulations drafted and approved	Number of laws and regulations passed by the Parliament and attributable to the Threshold Program	Number	Cumulative	Water, Electricity, other	Regulations documents - from Parliament secretariat	MCCU M&E Director	Quarterly	
IT infrastructure and management software installed	RSP 33		Output	Provision and installation of IT equipment	IT infrastructure and management software installed and functional	Date	Date	None	Delivery note and verification form signed by EWRC	M&E Director/EWRC	Once	

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)	RSP-2		Output	Cost-of-service study completed	Cost-of-service study completed by contractor	Date	Date	None	Cost of service report	ESRP Director	Once	To inform updated PPA with EDSA ahead of initial tariff submission; EWRC is Economic Regulator
Develop updated electricity policy and action plan	RSP-3		Output	Sector-wide financial model developed	Sector-wide financial model developed by contractor	Date	Date	None	Sector wide financial model	ESRP Director	Once	EWRC is Economic Regulator
Stakeholder engagement approach formulated	RSP-7		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	Outreach reports by EWRC communications and outreach officer	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.

Initial regulatory requirements (in addition to tariff review) implemented (e.g. licensing, tech quality standards, business plan reporting requirements)	RSP-8		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	RSP-9		Outcome	Power Purchase Agreements (PPAs) approved by EWRC	Number of PPAs approved by EWRC prior to signature of the PPAs	Number	Cumulative	None	Minutes of steering committee board meetings	Head of Electricity at EWRC	Annually	
WATER INDICATORS												
Stakeholder engagement approach formulated	RSP-10		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	Power Purchase Agreements	EWRC Communications and Outreach Officer	Quarterly	Based on outreach plan developed by the EWRC support consultant
Tariff Process and Performance Monitoring Activity												
ELECTRICITY INDICATORS												
Approved regulations requirements and regulatory functions implemented	RSP-12		Outcome	EDSA tariff application submitted	EDSA tariff application submitted to EWRC according to Roadmap timeline	Date	Date	None	EDSA Tariff Application Letter	EWRC	Once	Target should come from roadmap. EWRC is Economic Regulator
Core policies and procedures developed, including tariff setting, rate-case review, technical regulation and performance monitoring	RSP-13		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	Deliverable acceptance note	ESRP Director	Once	EWRC is Economic Regulator
Core policies and procedures developed, including tariff setting, rate-case review, technical regulation and performance monitoring	RSP-14		Output	Rate-case requirements developed and issued to EGTC	Rate-case requirements developed and issued to EGTC	Date	Date	None	Deliverable acceptance note	ESRP Director	Once	EWRC is Economic Regulator
Approved regulations requirements and regulatory functions implemented	RSP-15		Outcome	Updated tariff level approved	Updated tariff level approved by EWRC	Date	Date	None	Consultant Report	Economic Regulator	Once	EWRC is Economic Regulator
Approved regulations requirements and regulatory functions implemented	RSP-16		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
Core policies and procedures developed, including tariff setting, rate-case review, technical regulation and performance monitoring	RSP-17		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	

[illegible]

Design a results based-financing (RBF) framework	RSP-28		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
Design a results based-financing (RBF) framework	RSP-29		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
Improved performance on RBF KPIs and payments made	RSP-30		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.
Improved performance on RBF KPIs and payments made	RSP-31		Output	RBF incentive payment disbursed toward achievement of KPIs	of RBF incentive payment dis	US dollars	Cumulative	IE (Guma, EDSA, EGTC, EWRC)	MCCU Fiscal Payment Voucher	MCCU Finance Department	Quarterly	

Annex II: Indicator Baselines and Targets

Annex II: Sierra Leone Electricity Sector Reform Project													
Indicator Code	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													
ESRP-1		Process	Sector Roadmap approved	Date	Date			31-Dec-17				31-Dec-17	
ESRP-2		Process	Revised Sector Roadmap approved	Date	Date				31-Dec-18			31-Dec-18	
ESRP-3		Output	Number of Steering Committee meetings conducted	Number	Cumulative	0	9	21	33	45		45	
ESRP-4		Process	Training program conducted for board members of EGTC	Date	Date			31-Dec-17				31-Dec-17	
ESRP-5		Process	Training program conducted for board members of EDSA	Date	Date			31-Dec-17				31-Dec-17	
ESRP-6		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.
ESRP-7		Output	Power Sector Investment framework approved	Date	Date			31-Dec-17				31-Dec-17	
ESRP-8		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.
ESRP 25		Output	PPA between EDSA and EGTC	Date	Date								
Institutional Capacity Building Activity													
ESRP-9		Output	EGTC business plan approved	Date	Date			31-Dec-17				31-Dec-17	

ESRP-10	P-13	Outcome	Maintenance expenditure-asset value ratio	Percentage	Level	2.21	2.43	2.95	3.64	4.23		4.23	<p>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. This indicator is for all of EGTC.</p>
ESRP-11	P-24	Outcome	Operating cost-recovery ratio	Percentage	Level	79.6 (2015)	100	110	115	120		120	<p>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.</p> <p>2. Policy reforms are needed to bring down costs and increase the tariffs.</p> <p>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.</p> <p>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.</p> <p>5. This is the total for EGTC since it is not possible to disaggregate</p> <p>6. This is the total revenue collected, not the total revenue</p>

ESRP-12	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).
ESRP-13	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.
ESRP-14		Outcome	Collection ratio	Ratio	Level								This is for all of EGTC, it is not possible to disaggregate.

ESRP-15		Outcome	Revenue earned by EDSA from customers	US Dollars	Level	29,342,157							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.
ESRP-16		Outcome	Average kWh/liter of fuel at Kingtom Plant	Rate	Level	3.9832							1. Also known as heat rate. 2. Based on heavy fuel oil (diesel only used to start the generator)
ESRP-17		Outcome	Average kWh/liter of fuel at Blackhall Plant	Rate	Level	3.91151							1. Also known as heat rate. 2. Based on heavy fuel oil (diesel only used to start the generator)
ESRP-18		Output	GIS-linked Consumer Census completed	Date	Date			31-Dec-17				31-Dec-17	
ESRP-19		Outcome	Power sector investment solicitation process implemented	Date	Date			31-Dec-17				31-Dec-17	1. Organizer of tender TBD based on Roadmap decisions
ESRP-20		Output	Load Forecast Study approved	Date	Date			31-Dec-17				31-Dec-17	
ESRP-21		Output	Integrated Resource Plan completed	Date	Date				31-Dec-18			31-Dec-18	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.
ESRP-22		Outcome	Financial Assessment Report of EDSA produced	Date	Date				31-Dec-18			31-Dec-18	
ESRP-23		Output	People trained in MCC supported electricity sector capacity building activities	Number	Cumulative	0							

ESRP-23.1		Output	People trained in MCC supported electricity sector capacity building activities (Female)	Number	Cumulative	0							
ESRP-23.1.1		Output	People trained in MCC supported electricity sector capacity building activities (Male)	Number	Cumulative	0							
ESRP-23.1.2		Output	People trained in MCC supported electricity sector capacity building activities (EGTC)	Number	Cumulative	0							
ESRP-23.2		Output	People trained in MCC supported electricity sector capacity building activities (EDSA)	Number	Cumulative	0							
ESRP-23.2.1		Output	People trained in MCC supported electricity sector capacity building activities (Other)	Number	Cumulative	0							
ESRP-24		Output	Ministry of Energy Planning unit established	Date	Date								
Sierra Leone Water Sector Reform Project													
Indicator Code	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		
WSRP-1		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	
WSRP-2		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	
WSRP-3		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													
WSRP-4		Output	Urban Water Sector Roadmap approved	Date	Date			31-Dec-17				31-Dec-17	
WSRP-5		Output	Number of Steering Committee meetings conducted	Number	Cumulative	0	4	8	12	16		16	
WSRP-6		Output	Annual Sector Review completed	Number	Level			1	1	1		1	
GVWC Institutional Strengthening Activity													
WSRP-7		Outcome	Total customer connections	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.
WSRP-7.1		Outcome	Total customer connections (Residential)	Number	Level	13,503							

WSRP-7.2		Outcome	Total customer connections (Commercial)	Number	Level	2,701							This baseline currently includes institutions. Working with GVWC to extract this information.
WSRP-7.3		Outcome	Total customer connections (Government)	Number	Level	1,800							
WSRP-7.4		Outcome	Total customer connections (Institutions)	Number	Level								
WSRP-8		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
WSRP-8.1		Outcome	Collection Ratio (Government)	Ratio	Level	0.85							
WSRP-8.2		Outcome	Collection Ratio (Commercial)	Ratio	Level	0.76							
WSRP-8.3		Outcome	Collection Ratio (Residential)	Ratio	Level	0.58							
WSRP-8.4		Outcome	Collection Ratio (Institutions)	Ratio	Level	0.62							
WSRP-9		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
WSRP-11	WS-10	Outcome	Operating cost coverage	Percentage	Level	96				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.
WSRP-12		Outcome	Time taken to resolve problems	Hours	Level	72	48	36	24	12		12	1. Targeted in the intervention.
WSRP-13		Outcome	Rate of customer service complaints	Percentage	Level	41	70	55	41	40		40	

WSRP-14		Output	Reports of corruption through Pay No Bribe platform	Number	Level								
WSRP-15		Output	People trained in MCC water sector supported capacity building activities	Number	Cumulative	0							
WSRP-15.1		Output	People trained in MCC water sector supported capacity building activities (Female)	Number	Cumulative	0							
WSRP-15.2		Output	People trained in MCC water sector supported capacity building activities (Male)	Number	Cumulative	-1							
WSRP-15.3		Output	People trained in MCC water sector supported capacity building activities (Other)	Number	Cumulative	0							
WSRP-16		Output	Number of consumer education initiatives conducted	Number	Cumulative	0	12	24	36	48		48	
WSRP-17		Output	Mapping of water system completed	Date	Date			31-Dec-17				31-Dec-17	
WSRP-18		Output	Condition assessment of water distribution system completed	Date	Date				31-Dec-18			31-Dec-18	
WSRP-19		Output	Condition assessment of treatment plan, transmission pipes, and dam completed	Date	Date				31-Dec-18			31-Dec-18	
WSRP-20		Output	Hydraulic modeling completed	Date	Date				31-Dec-18			31-Dec-18	
WSRP-21		Output	Community Water Services Department established	Date	Date				31-Dec-18			31-Dec-18	
WSRP-22		Output	Community Water Services Department management plan developed	Number	Level				1	1	1	1	
DMA and Standpipe Demonstration Activity													
WSRP-23	WS-12	Outcome	Access to improved water supply	Percentage	Level	77							1. DMA only. 2. During the rainy season more people get their water from the stream. 3. Baseline comes from the KAP.
WSRP-23.1		Outcome	Access to improved water supply (Aberdeen)	Percentage	Level	82							
WSRP-23.1.1		Outcome	Access to improved water supply (Aberdeen - Dry season)	Percentage	Level								
WSRP-23.1.2		Outcome	Access to improved water supply (Aberdeen - Rainy season)	Percentage	Level	100							
WSRP-23.1.3		Outcome	Access to improved water supply (Aberdeen -Male Headed Household)	Percentage	Level								
WSRP-23.1.4		Outcome	Access to improved water supply (Aberdeen - Female Headed Households)	Percentage	Level								

WSRP-23.2		Outcome	Access to improved water supply (King Tom)	Percentage	Level	71							
WSRP-23.2.1		Outcome	Access to improved water supply (King Tom -Rainy season)	Percentage	Level	44							
WSRP-23.2.2		Outcome	Access to improved water supply (King Tom -Dry season)	Percentage	Level	98							
WSRP-23.2.3		Outcome	Access to improved water supply (King Tom -Male Headed Households)	Percentage	Level								
WSRP-23.2.4		Outcome	Access to improved water supply (King Tom -Female Headed Households)	Percentage	Level								
WSRP-25		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
WSRP-25.1		Outcome	Percentage of the population using a basic water source (Aberdeen)	Percentage	Level	85							
WSRP-25.1.1		Outcome	Percentage of the population using a basic water source (Aberdeen - Rainy season)	Percentage	Level	82							
WSRP-25.1.2		Outcome	Percentage of the population using a basic water source (Aberdeen - Dry Season)	Percentage	Level	87							
WSRP-25.1.3		Outcome	Percentage of the population using a basic water source (Aberdeen - Male)	Percentage	Level								
WSRP-25.1.4		Outcome	Percentage of the population using a basic water source (Aberdeen - Female)	Percentage	Level								
WSRP-25.2		Outcome	Percentage of the population using a basic water source (King Tom)	Percentage	Level	89							
WSRP-25.2.1		Outcome	Percentage of the population using a basic water source (King Tom - Rainy season)	Percentage	Level	90							
WSRP-25.2.2		Outcome	Percentage of the population using a basic water source (King Tom - Dry Season)	Percentage	Level	88							

WSRP-25.2.3		Outcome	Percentage of the population using a basic water source (King Tom - Male)	Percentage	Level								
WSRP-25.2.4		Outcome	Percentage of the population using a basic water source (King Tom - Female)	Percentage	Level								
WSRP-27	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.
WSRP-27.1		Outcome	Non revenue water (Aberdeen)	Percentage	Level	TBD						TBD	
WSRP-27.1.1		Outcome	Non revenue water (Aberdeen - Technical Losses)	Percentage	Level	TBD						TBD	
WSRP-27.1.2		Outcome	Non revenue water (Aberdeen - Commercial Losses)	Percentage	Level	TBD						TBD	
WSRP-27.2		Outcome	Non revenue water (King Tom)	Percentage	Level	TBD						TBD	
WSRP-27.2.1		Outcome	Non revenue water (King Tom - Technical Losses)	Percentage	Level	TBD						TBD	
WSRP-27.2.2		Outcome	Non revenue water (King Tom - Commercial Losses)	Percentage	Level	TBD						TBD	
WSRP-28		Outcome	Registered customers in the project DMA	Number	Level	TBD							
WSRP-28.1		Outcome	Registered customers in the project DMA (Aberdeen)	Number	Level	TBD							
WSRP-28.1.1		Outcome	Registered customers in the project DMA (Aberdeen - New connections)	Number	Level	TBD							
WSRP-28.1.2		Outcome	Registered customers in the project DMA (Aberdeen - Legalized)	Number	Level	TBD							
WSRP-28.1.3		Outcome	Registered customers in the project DMA (Aberdeen - Other)	Number	Level	TBD							
WSRP-28.2		Outcome	Registered customers in the project DMA (King Tom)	Number	Level	TBD							
WSRP-28.2.1		Outcome	Registered customers in the project DMA (King Tom - New connections)	Number	Level	TBD							
WSRP-28.2.2		Outcome	Registered customers in the project DMA (King Tom - Legalized)	Number	Level	TBD							
WSRP-28.2.3		Outcome	Registered customers in the project DMA (King Tom - Other)	Number	Level	TBD							
WSRP-29		Outcome	Continuity of service	Hours per day	Level	70.4						TBD	Tracked only within the DMA.
WSRP-29.1		Outcome	Continuity of service (Aberdeen)	Hours per day	Level	76						TBD	

WSRP-29.1.1		Outcome	Continuity of service (Aberdeen - GVWC sourced-Public)	Hours per day	Level	73.5						TBD	
WSRP-29.1.1.1		Outcome	Continuity of service (Aberdeen - GVWC sourced - Public - Rainy season)	Hours per day	Level	97						TBD	
WSRP-29.1.1.2		Outcome	Continuity of service (Aberdeen - GVWC sourced - Public - Dry season)	Hours per day	Level	50						TBD	
WSRP-29.1.2		Outcome	Continuity of service (Aberdeen - GVWC sourced - Private)	Hours per day	Level	78.5						TBD	
WSRP-29.1.2.1		Outcome	Continuity of service (Aberdeen - GVWC sourced - Private - Rainy season)	Hours per day	Level	85						TBD	
WSRP-29.1.2.2		Outcome	Continuity of service (Aberdeen - GVWC sourced - Private - Dry season)	Hours per day	Level	72						TBD	This one doesn't match DMA spreadsheet. 50
WSRP-29.2		Outcome	Continuity of service (King Tom)	Hours per day	Level	64.8						TBD	
WSRP-29.2.1		Outcome	Continuity of service (King Tom - GVWC sourced-Public)	Hours per day	Level	65.5						TBD	
WSRP-29.2.1.1		Outcome	Continuity of service (King Tom - GVWC sourced - Public - Rainy season)	Hours per day	Level	92						TBD	
WSRP-29.2.1.2		Outcome	Continuity of service - King Tom (GVWC sourced - Public - Dry season)	Hours per day	Level	39						TBD	
WSRP-29.2.2		Outcome	Continuity of service (King Tom - GVWC sourced - Private)	Hours per day	Level	64						TBD	
WSRP-29.2.2.1		Outcome	Continuity of service (King Tom - GVWC sourced - Private - Rainy season)	Hours per day	Level	73						TBD	
WSRP-29.2.2.2		Outcome	Continuity of service (King Tom - GVWC sourced - Private - Dry season)	Hours per day	Level	55						TBD	
WSRP - 30		Outcome	Days of service per week	Days	Level	4.6						TBD	
WSRP- 30.1		Outcome	Days of service per week (Aberdeen)	Days	Level	4.8						TBD	
WSRP - 30.1.1		Outcome	Days per week of service (Aberdeen - GVWC sourced-Public)	Days	Level	5						TBD	
WSRP- 30.1.1.1		Outcome	Days per week of service (Aberdeen - GVWC sourced - Public - Rainy season)	Days	Level	5						TBD	
WSRP- 30.1.1.2		Outcome	Days per week of service (Aberdeen - GVWC sourced - Public - Dry season)	Days	Level	5						TBD	

WSRP- 30.1.2		Outcome	Days per week of service (Aberdeen - GVWC sourced-Private)	Days	Level	4.5						TBD	
WSRP- 30.1.2.1		Outcome	Days per week of service (Aberdeen -GVWC sourced-Private - Rainy season)	Days	Level	5						TBD	
WSRP-30.1.2.2		Outcome	Days per week of service)Aberdeen - GVWC sourced-Private - Dry Season)	Days	Level	4						TBD	
WSRP-30.2		Outcome	Days of service per week (King Tom)	Days	Level	4.5						TBD	
WSRP-30.2.1		Outcome	Days per week of service (King Tom - GVWC sourced-Public)	Days	Level	4.5						TBD	
WSRP-30.2.1.1		Outcome	Days per week of service (King Tom -GVWC sourced - Public - Rainy season)	Days	Level	5						TBD	
WSRP-30.2.1.2		Outcome	Days per week of service (King Tom - GVWC sourced - Public - Dry season)	Days	Level	4						TBD	
WSRP-30.2.2		Outcome	Days per week of service (King Tom - GVWC sourced-Private)	Days	Level	4.5						TBD	
WSRP-30.2.2.1		Outcome	Days per week of service (King Tom - GVWC sourced-Private - Rainy season)	Days	Level	4						TBD	
WSRP-30.2.2.2		Outcome	Days per week of service (King Tom - GVWC sourced-Private - Dry Season)	Days	Level	5						TBD	
WSRP-32	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.
WSRP-32.1		Outcome	Residential water consumption (Aberdeen)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.1.1		Outcome	Residential water consumption (Aberdeen -GVWC sourced-Public)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.1.2		Outcome	Residential water consumption (Aberdeen -GVWC sourced-Private)	Liters per capita per day	Level	TBD						TBD	

WSRP-32.1.3			Residential water consumption (Aberdeen -Rainy Season)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.1.4			Residential water consumption (Aberdeen -Dry Season)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.2		Outcome	Residential water consumption (King Tom)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.2.1		Outcome	Residential water consumption (King Tom -GVWC sourced-Public)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.2.2		Outcome	Residential water consumption (King Tom -GVWC sourced-Private)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.2.3		Outcome	Residential water consumption (King Tom -Rainy Season)	Liters per capita per day	Level	TBD						TBD	
WSRP-32.2.4		Outcome	Residential water consumption (King Tom -Dry Season)	Liters per capita per day	Level	TBD						TBD	
WSRP-33		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
WSRP-33.1		Outcome	Water quality samples achieving fecal coliform standards (Aberdeen)	Percentage	Level	TBD							
WSRP-33.1.1		Outcome	Water quality samples achieving fecal coliform standards (Aberdeen -GVWC sourced-Public)	Percentage	Level	TBD							
WSRP-33.1.2		Outcome	Water quality samples achieving fecal coliform standards (Aberdeen -GVWC sourced-Private)	Percentage	Level	TBD							
WSRP-33.2		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
WSRP-33.2.1		Outcome	Water quality samples achieving fecal coliform standards (King Tom -GVWC sourced-Public)	Percentage	Level	TBD							
WSRP-33.2.2		Outcome	Water quality samples achieving fecal coliform standards (King Tom -GVWC sourced-Private)	Percentage	Level	TBD							

WSRP-34		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. 4. Public distribution point: GVWC-sourced; standpipes (In DMA, these would be the kiosks). 5. Target comes from SPIP - KRA 1.4
WSRP-34.1		Outcome	Percentage of GVWC distribution points that meet regulatory standards for residual chlorine (Aberdeen)	Percentage	Level	TBD							
WSRP-34.1.1		Outcome	Percentage of water samples that meet standards for residual chlorine (Aberdeen -GVWC sourced-Public)	Percentage	Level	TBD							
WSRP-34.1.2		Outcome	Percentage of water samples that meet standards for residual chlorine (Aberdeen -GVWC sourced-Private)	Percentage	Level	TBD							
WSRP-34.2		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. 4. Public distribution point: GVWC-sourced; standpipes (In DMA, these would be the kiosks).
WSRP-34.2.1		Outcome	Percentage of water samples that meet standards for residual chlorine (King Tom -GVWC sourced-Public)	Percentage	Level	TBD							
WSRP-34.2.2		Outcome	Percentage of water samples that meet standards for residual chlorine (King Tom -GVWC sourced-Private)	Percentage	Level	TBD							
WSRP-35		Outcome	Time spent collecting water	Hours/Week	Level	2.4					1	1	Baseline comes from the KAP survey.
WSRP-35.1		Outcome	Time spent collecting water (Aberdeen)	Hours/Week	Level	2.8					1	1	

WSRP-35.1.1		Outcome	Time spent collecting water (Aberdeen - Rainy season)	Hours/Week	Level	2					1	1	
WSRP-35.1.2		Outcome	Time spent collecting water (Aberdeen - Dry season)	Hours/Week	Level	3.5					1	1	
WSRP-35.1.3		Outcome	Time spent collecting water (Aberdeen - Male Headed Household)	Hours/Week	Level								
WSRP-35.1.4		Outcome	Time spent collecting water (Aberdeen - Female Headed Household)	Hours/Week	Level								
WSRP-35.2		Outcome	Time spent collecting water (King Tom)	Hours/Week	Level	2					1	1	
WSRP-35.2.1		Outcome	Time spent collecting water (King Tom - Rainy season)	Hours/Week	Level	1					1	1	
WSRP-35.2.2		Outcome	Time spent collecting water (King Tom - Dry season)	Hours/Week	Level	3					1	1	This did not match Thekeka's spreadsheet
WSRP-35.2.3		Outcome	Time spent collecting water (King Tom - Male Headed Household)	Hours/Week	Level						1	1	
WSRP-35.2.4		Outcome	Time spent collecting water (King Tom - Female Headed Household)	Hours/Week	Level						1	1	
WSRP-36		Outcome	Payments made from project kiosks to GVWC	Percentage	Level	0							
WSRP-36.1		Outcome	Payments made from project kiosks to GVWC (Aberdeen)	Percentage	Level	0							
WSRP-36.2		Outcome	Payments made from project kiosks to GVWC (King Tom)	Percentage	Level	0							
WSRP-37		Outcome	Timeliness of payments made from kiosk entrepreneurs to GVWC	Percentage	Level	N/A							Total amount of payments made before the due date (based on monthly billing)/total amount of the volume of water billed monthly by Guma
WSRP-37.1		Outcome	Timeliness of payments made from kiosk entrepreneurs to GVWC (Aberdeen)	Percentage	Level								
WSRP-37.2		Outcome	Timeliness of payments made from kiosk entrepreneurs to GVWC (King Tom)	Percentage	Level								
WSRP-38		Outcome	Profits for kiosk entrepreneurs	U.S. Dollars	Level	0							
WSRP-38.1		Outcome	Profits for kiosk entrepreneurs (Aberdeen)	U.S. Dollars	Level	0							
WSRP-38.2		Outcome	Profits for kiosk entrepreneurs (King Tom)	U.S. Dollars	Level	0							
WSRP-39		Outcome	Customer satisfaction with supply reliability	Percentage	Level	19.8					35	35	1. SPIP KAR 1.14

WSRP-39.1		Outcome	Customer satisfaction with supply reliability (Aberdeen)	Percentage	Level	20.7							
WSRP-39.2		Outcome	Customer satisfaction with supply reliability (King Tom)	Percentage	Level	18.8							
WSRP-40		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.
WSRP-40.1		Outcome	Customer satisfaction with water quality (Aberdeen)	Percentage	Level	24							
WSRP-40.2		Outcome	Customer satisfaction with water quality (King Tom)	Percentage	Level	26							
WSRP-41		Output	District Metering Area (DMA) established	Date	Date			31-Dec-17				31-Dec-17	Tracked only within the DMA.
WSRP-42		Output	Number of kiosk for which contracts have been signed	Number	Cumulative	0							There was a competitive selection process to select the enterprises/entrepreneurs to manage the 11 kiosks proposed for the project.
WSRP-42.1		Output	Number of kiosk for which contracts have been signed (Aberdeen)	Number	Cumulative	0							
WSRP-42.2		Output	Number of kiosk for which contracts have been signed (King Tom)	Number	Cumulative	0							
WSRP-43		Output	Customer meters installed or replaced	Number	Cumulative	0						1243	This includes existing customers with no meters and any new customers connected in the DMA
WSRP-43.1		Output	Customer meters installed or replaced (Aberdeen)	Number	Cumulative	0						963	This includes existing customers with no meters and any new customers connected in the DMA
WSRP-43.2		Output	Customer meters installed or replaced (King Tom)	Number	Cumulative	0						280	This includes existing customers with no meters and any new customers connected in the DMA
WSRP-44		Output	Length of water pipes constructed, replaced or rehabilitated	Number	Cumulative	0						2.87	
WSRP-44.1		Output	Length of water pipes constructed, replaced or rehabilitated (Aberdeen)	Number	Cumulative	0						1.99	

WSRP-44.2		Output	Length of water pipes constructed, replaced or rehabilitated (King Tom)	Number	Cumulative	0						0.89	
WSRP-45	W-7	Output	Water supply kiosks built	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. The location for one of the Kingtom kiosks has shifted and is TBD.
WSRP-45.1		Output	Water supply kiosks built (Aberdeen)	Number	Cumulative	0					4	4	
WSRP-45.2		Output	Water supply kiosks built (King Tom)	Number	Cumulative	0					7	7	
WSRP- 46		Output	Number of leaks repaired	Number	Cumulative	0							
WSRP- 46.1		Output	Number of leaks repaired (Aberdeen)	Number	Cumulative	0							
WSRP- 46.2		Output	Number of leaks repaired (King Tom)	Number	Cumulative	0							
WSRP-47		Outcome	Kiosk water storage	Percentage	Level	0					85%	85%	
WSRP-47.1		Outcome	Kiosk water storage (Aberdeen)	Percentage	Level	0					85%	85%	
WSRP-47.1.1		Outcome	Kiosk water storage (Aberdeen - Rainy Season)	Percentage	Level	0							
WSRP-47.1.2		Outcome	Kiosk water storage (Aberdeen - Dry Season)	Percentage	Level	0							
WSRP-47.2		Outcome	Kiosk water storage (Kingtom)	Percentage	Level	0					85%	85%	
WSRP-47.2.1		Outcome	Kiosk water storage (Kingtom - Rainy Season)	Percentage	Level	0							
WSRP-47.2.2		Outcome	Kiosk water storage (Kingtom- Dry Season)	Percentage	Level	0							
WSRP-48		Output	DMA Kiosk Managers	Number	Cumulative	0					11	11	
WSRP-48.1		Output	DMA Kiosk Managers (Male)	Number	Cumulative	0							
WSRP-48.2		Output	DMA Kiosk Managers (Female)	Number	Cumulative	0							

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

Indicator Code	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		
RSP-1		Process	Training program conducted for board members of EWRC	Date	Date			31-Dec-17				31-Dec-17	
RSP-4		Output	EWRC 5-year budget developed	Date	Date			31-Dec-17				31-Dec-17	To include revenue requirements with proposed sources of funding
RSP-5		Output	Consumer Services Committee established	Date	Date			31-Dec-17				31-Dec-17	This indicator is meant to promote stakeholder consultation on decision-making around tariffs and sector regulation

RSP-6		Output	People trained in MCC supported regulatory capacity building activities	Number	Cumulative	0							
RSP-6.1		Output	People trained in MCC supported regulatory capacity building activities (Female)	Number	Cumulative	0							
RSP-6.2		Output	People trained in MCC supported regulatory capacity building activities (Male)	Number	Cumulative	0							
RSP-32		Output	Regulations drafted and approved	Number	Cumulative	0							
RSP-32.1		Output	Regulations drafted and approved (Electricity)	Number	Cumulative	0							
RSP-32.2		Output	Regulations drafted and approved (Water)	Number	Cumulative	0							
RSP-32.3		Output	Regulations drafted and approved (Other)	Number	Cumulative	0							
RSP-33		Output	Provision and installation of IT equipment	Date	Date								
Operational Support and Capacity Building Activity													
ELECTRICITY INDICATORS													
RSP-2		Output	Cost-of-service study completed	Date	Date			31-Dec-17				31-Dec-17	To inform updated PPA with EDSA ahead of initial tariff submission; accounts for all sources
RSP-3		Output	Sector-wide financial model developed	Date	Date			31-Oct-17				31-Oct-17	
RSP-7		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

RSP-8		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.
RSP-9		Outcome	Power Purchase Agreements (PPAs) approved by EWRC	Number	Cumulative	0	3	4	5	6		6	
WATER INDICATORS													
RSP-10		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
Tariff Process and Performance Monitoring Activity													
ELECTRICITY INDICATORS													
RSP-12		Outcome	EDSA tariff application submitted	Date	Date				31-Dec-18			31-Dec-18	Target should come from roadmap.
RSP-13		Output	Rate-case requirements developed and issued to EDSA	Date	Date			31-Dec-17				31-Dec-17	
RSP-14		Output	Rate-case requirements developed and issued to EGTC	Date	Date			31-Dec-17				31-Dec-17	
RSP-15		Outcome	Updated tariff level approved	Date	Date			31-Dec-17				31-Dec-17	
RSP-16		Outcome	Approved tariff level following initial round of tariff review	Date	Date			31-Dec-18				31-Dec-18	Tariff methodology will lay this out.
RSP-17		Output	Cost-reflective tariff regime	Percentage	Level					100	100	100	
RSP-18		Output	KPIs and reporting requirements for EDSA and EGTC established	Date	Date			31-Dec-17				31-Dec-17	
RSP-19		Outcome	EDSA reporting submitted according to reporting requirements	Number	Level				1	1	1	1	

RSP-20		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.
RSP-21		Outcome	Tariff design efficiency that includes a lifeline tariff developed	Date	Date				31-Mar-18			31-Mar-18	
WATER INDICATORS													
RSP-22		Output	Rate-case requirements developed and issued to regulated water sector entities	Date	Date			31-Dec-17				31-Dec-17	
RSP-23		Outcome	Updated tariff level for water approved	Date	Date			31-Dec-17				31-Dec-17	
RSP-24		Outcome	Approved tariff level following initial round of tariff review for water sector	Date	Date			31-Dec-18				31-Dec-18	
RSP-25		Output	KPIs and reporting requirements for GVWC established	Date	Date			31-Dec-17				31-Dec-17	
RSP-26		Outcome	GVWC reporting submitted according to reporting requirements	Date	Date			31-Dec-17				31-Dec-17	1. Reporting requirements as defined in the previous indicator.
RSP-27		Outcome	GVWC tariff application submitted	Date	Date			31-Dec-17				31-Dec-17	
Results Based Financing Activity													
RSP-28		Output	Design of RBF framework approved by MCCU	Date	Date				30-Dec-18			30-Dec-18	
RSP-29		Output	Verification agent contracted by MCCU	Date	Date					31-May-19		31-May-19	
RSP-30		Output	KPI's for which a payment has been disbursed per the Independent Verification Report	Number	Level							25	
RSP-30.1		Output	KPI's for which a payment has been disbursed per the Independent Verification Report (Guma)	Number	Level							8	
RSP-30.2		Output	KPI's for which a payment has been disbursed per the Independent Verification Report (EDSA)	Number	Level							5	
RSP-30.3		Output	KPI's for which a payment has been disbursed per the Independent Verification Report (EGTC)	Number	Level							4	

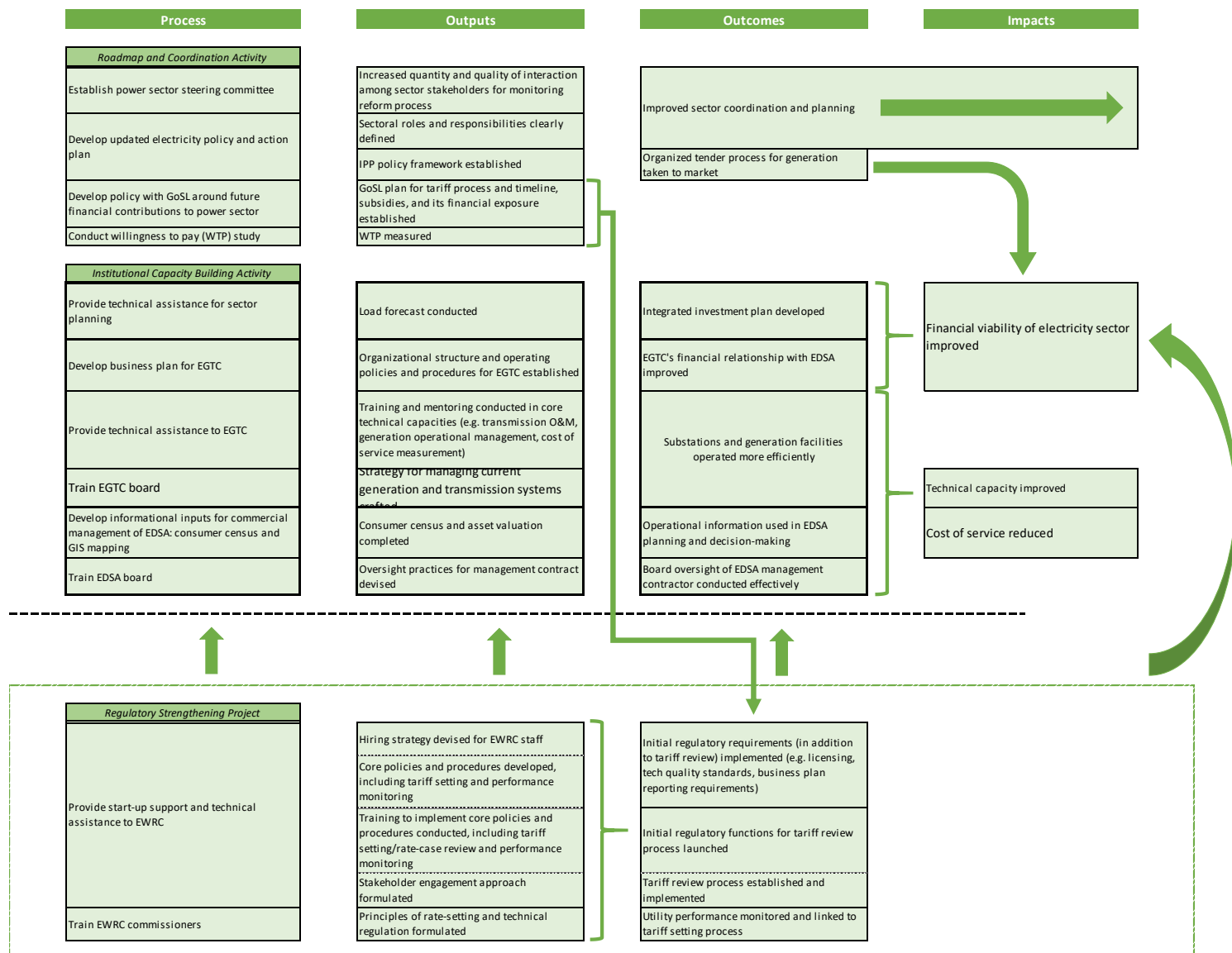
ANNEX III: MODIFICATIONS TO INDICATORS, BASELINES, AND TARGETS

June 2019

Updated Program Logic (ESRP):

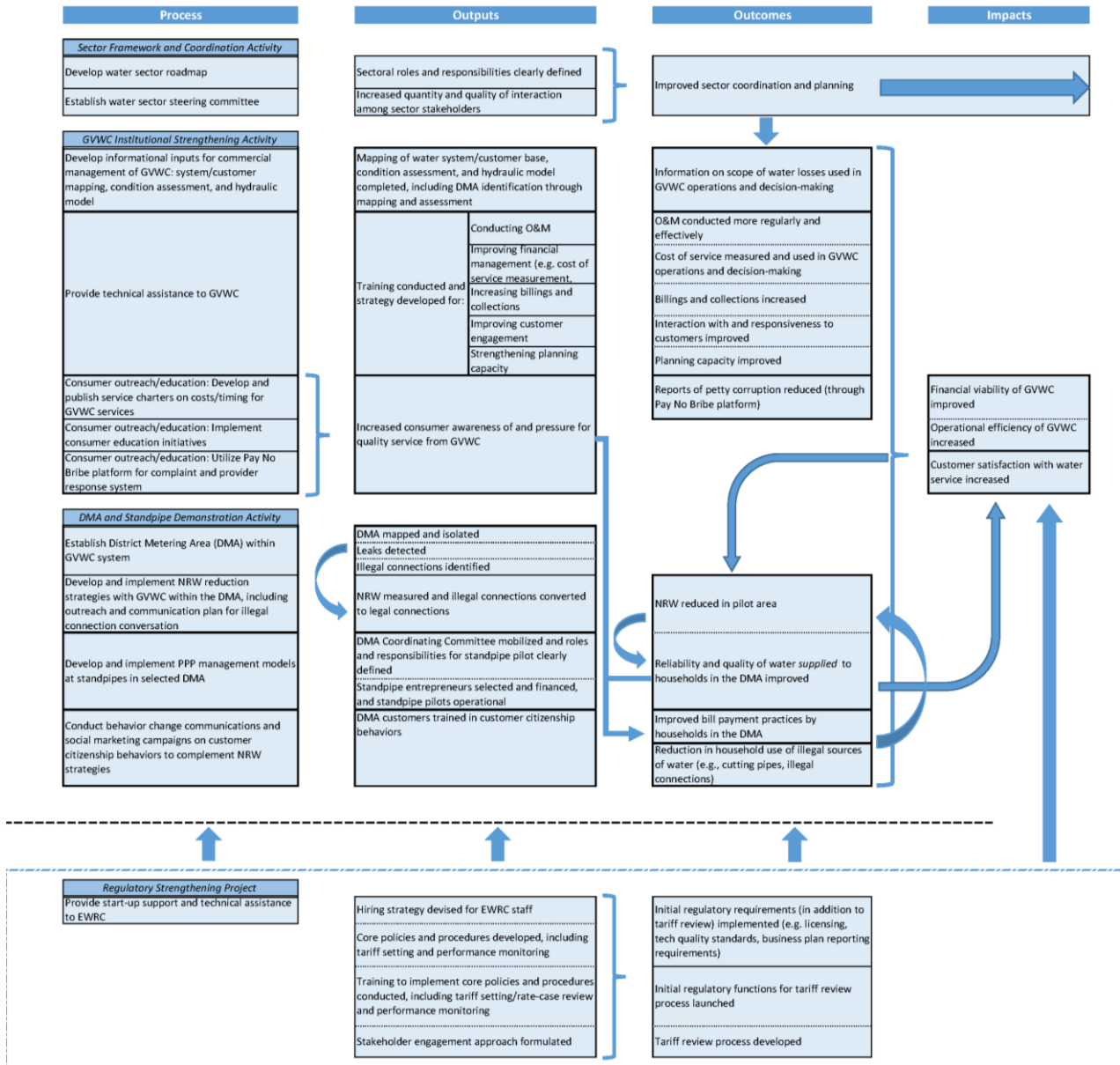
Revised version – pg. 11

Old version -



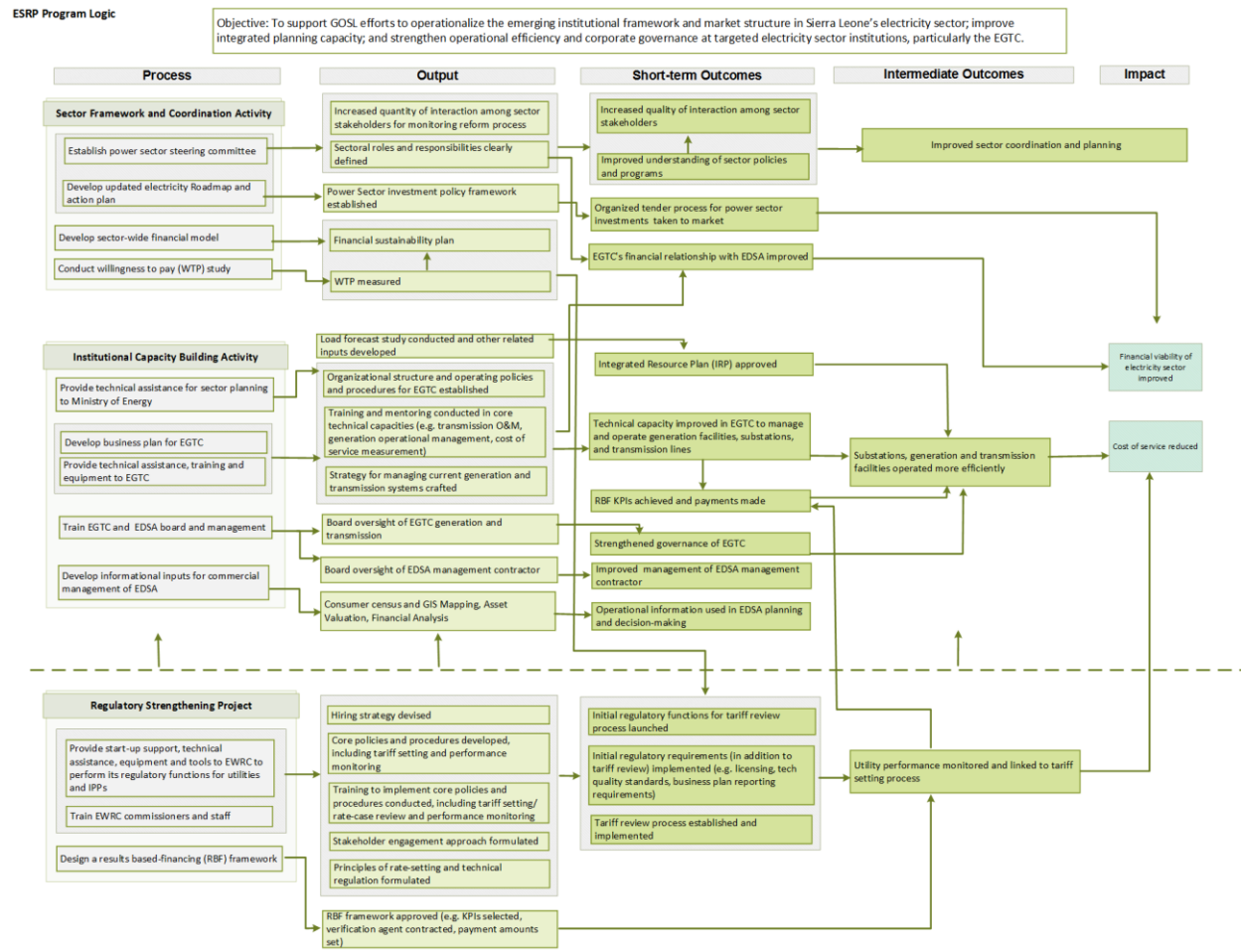
Program Logic (WSRP): Revised version – pg. 16

Old version -



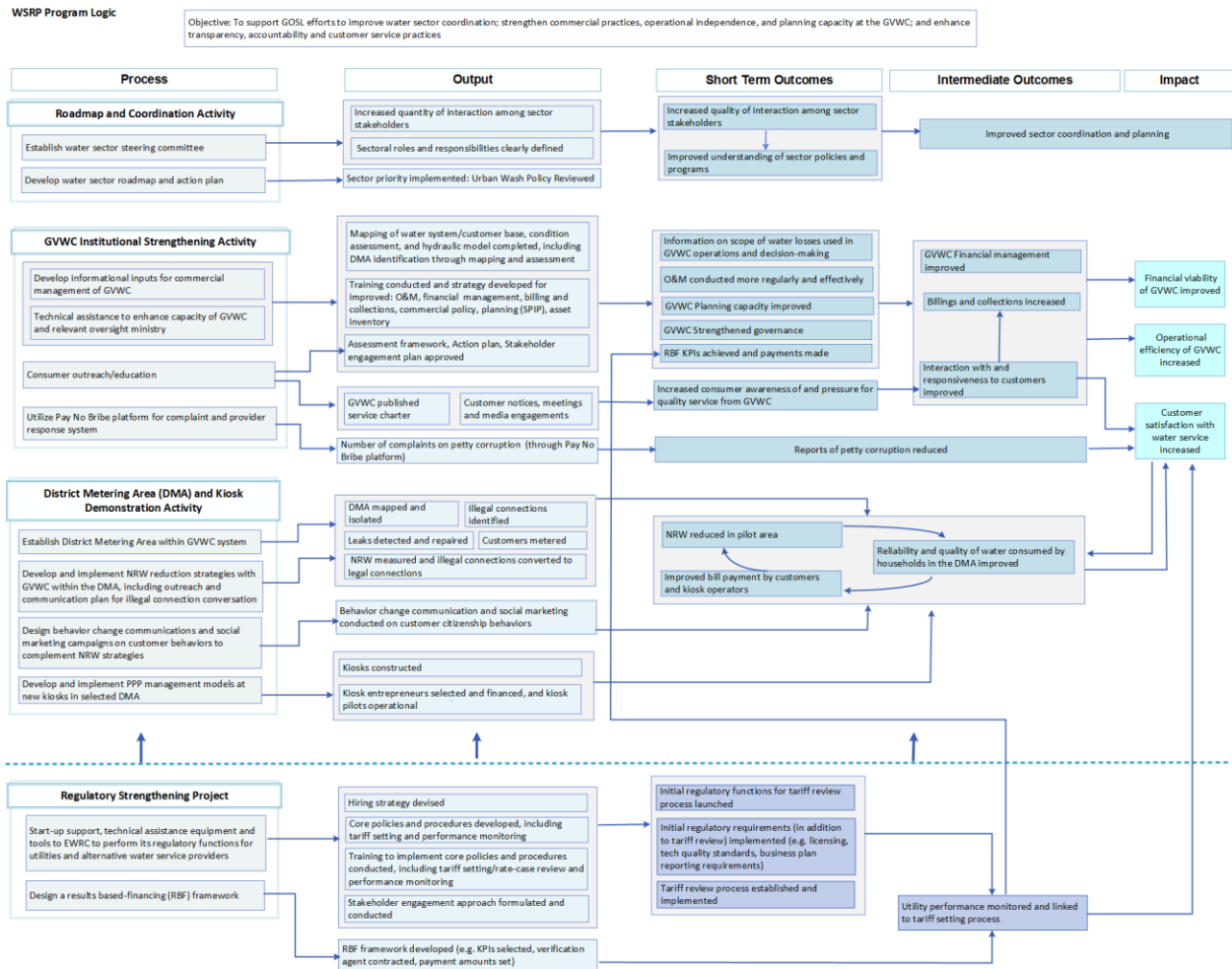
Updated Program Logic (ESRP): Revised version – pg. 12

Old version



Program Logic (WSRP): Revised version – pg. 17

Old version



ELECTRICITY SECTOR REFORM PROJECT INDICATORS

<i>Training program conducted for board members of EGTC</i>			
Project:	Electricity Sector Reform		
Activity:	Sector Roadmap and Coordination Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary Data Source Updated	
	Change:	Previous	Revised
		Training reports and manuals	Training reports, manuals, attendance sheet, and presentations
	Justification Description:	A superior data source was identified	

<i>Training program conducted for board members of EDSA</i>			
Project:	Electricity Sector Reform		
Activity:	Sector Roadmap and Coordination Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary Data Source Updated	
	Change:	Previous	Revised
		Training reports and manuals	Training reports, manuals, attendance sheet, and presentations
	Justification Description:	A superior data source was identified	

<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.

Training program conducted for board members EWRC		
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.

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

PPA between EDSA and EGTC		
Project:	Electricity Sector Reform	
Activity:	Sector Roadmap and Coordination Activity	
Sub-Activity:	N/A	
Oct-20	Change Description:	New Indicator
	Justification:	New indicator needed to measure activity achievement
	Justification Description:	No indicator previously reported on the PAA signed between EDSA and EGTC

Maintenance expenditure-asset value ratio			
Project:	Electricity Sector Reform		
Activity:	Institutional Capacity Building Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary Data Source Updated	
	Change:	Previous	Revised
		Annual Financial Report	EGTC Management Report from financial department, Asset Valuation report
	Justification Description:	A superior data source was identified	
Oct-20	Change Description:	Disaggregation Update	
	Change:	Previous	Revised
		Bumbuna, Kingtom, Blackhall	None
	Justification Description:	It is not possible to disaggregate this indicator.	

Operating cost-recovery ratio			
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.	
Oct-20	Change Description:	Primary Data Source Update	
	Change:	Previous	Revised
		Financial report	Management reports from account department with revenues billed by power

		station, payments received from EDSA
	Justification Description:	A superior data source was identified

Transmission system technical losses		
Project:	Electricity Sector Reform	
Activity:	Institutional Capacity Building Activity	
Sub-Activity:	N/A	
Oct-20	Change Description:	Retire Indicator
	Justification:	Indicator is irrelevant to the activity
	Justification Description:	Indicator is not relevant to the project logic.

Operating cost-billed ratio		
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.

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.	
Oct-20	Change Description:	Definition Modification	
	Change:	Previous	Revised
		Revenue collected/billed revenue	The total revenue collected in a year as a percentage of the total billed revenue (expected

			revenue) for the same year.
	Justification Description:	This modification provides a more accurate definition	
Oct-20	Change Description:	Frequency of Reporting Modification	
	Change:	Previous	Revised
		Quarterly	Annual
	Justification Description:	Unable to report on a quarterly basis	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		EGTC	EGTC payment ledger received
	Justification Description:	A superior data source was identified	

<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.
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<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.

Power Sector Investment solicitation process implemented		
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
		IPP solicitation process implemented by EWRC and PPP through the Roadmap process.

		process and approved by the ESRP Director.	
	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.	
Oct-20	Change Description:	Definition Modification	
	Change:	Previous	Revised
		IPP solicitation process implemented by an entity TBD through Roadmap process and approved by the ESRP Director.	Number of IPP solicitations implemented by EWRC and PPP through the Roadmap process according to the framework established under the Threshold program
	Justification Description:	Indicator changed from date to number indicator.	
Oct-20	Change Description:	Change of unit	
	Change:	Previous	Revised
		Date	Number
	Justification Description:	Indicator changed from date to number indicator.	
	Change Description:	Change of Classification	

Oct-20	Change:	Previous	Revised
		Date	Cumulative
	Justification Description:	Indicator changed from date to number indicator.	
Oct-20	Change Description:	Reporting Frequency modified	
	Change:	Previous	Revised
		Once	Quarterly
Oct-20	Justification Description:	Indicator changed from date to number indicator.	
	Change Description:	Baseline Modification	
	Change:	Previous	Revised
Oct-20		N/A	0
	Justification Description:	Indicator changed from date to number indicator.	
	Change Description:	End of Threshold Target Modification	
Oct-20	Change:	Previous	Revised
		12/31/2017	5
	Justification Description:	Indicator changed from date to number indicator.	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Report of Sector Road map	IPP solicitation agreements and report (from PPP and EWRC)
Oct-20	Justification Description:	Superior data source identified	

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.

GIS-linked Consumer Census completed			
Project:	Electricity Sector Reform		
Activity:	Institutional Capacity Building Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary data source modification	
	Change:	Previous	Revised
		Consultant Report	Deliverable approval form + final report for the contract
	Justification Description:	A superior data source was identified	

Load Forecast Study approved			
Project:	Electricity Sector Reform		
Activity:	Institutional Capacity Building Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary data source modification	
	Change:	Previous	Revised
		Consultant Report	Load Forecast Study Report
	Justification Description:	A superior data source was identified	

<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 and is signed by the Ministry of Energy
	Justification Description:	Clarifying what is included in the completion of the Integrated Resource Plan.	
Oct-20	Change Description:	Primary data source modification	
	Change:	Previous	Revised
		Consultant Report	Integrated Resource Plan
	Justification Description:	A superior data source was identified	

Financial Assessment Report of EDSA Produced			
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
		Annual Financial Audit Report of EDSA produced	Financial Assessment Report of EDSA produced

	Justification Description:	It is an assessment rather than an audit. It is also not an annual process, rather a onetime report.	
Oct-20	Change Description:	Primary data source modification	
	Change:	Previous	Revised
		Consultant Report	Financial Assessment Report of EDSA
	Justification Description:	A superior data source was identified	

People trained in MCC supported electricity sector 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.	
Oct-20	Change Description:	Definition Modification	
	Change:	Previous	Revised
		Number of people trained under the Sierra Leone Threshold program in core technical capacities.	Number of people trained under the Sierra Leone Threshold program in core technical capacities in the electricity sector (i.e. EGTC, EDSA, others such as Min of Energy)
	Justification Description:	This definition specifies the sectors and key entities receiving the THP training.	

Ministry of Energy Planning unit established		
Project:	Electricity Sector Reform	
Activity:	Institutional Capacity Building Activity	
Sub-Activity:	N/A	
Oct-20	Change Description:	New Indicator
	Justification Description:	Existing indicators do not sufficiently meet adequacy criteria.

WATER SECTOR REFORM PROJECT INDICATORS

<i>Value of signed water and sanitation technical assistance contracts</i>			
Project:	Water Sector Reform		
Activity:	N/A		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary Data Source Modification	
	Change:	Previous	Revised
		MCCU	Contracts from consultant, PAF (Payment advice form)
	Justification Description:	A superior data source was identified	

<i>Value disbursed of water and sanitation technical assistance contracts</i>			
Project:	Water Sector Reform		
Activity:	N/A		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary Data Source Modification	
	Change:	Previous	Revised
		MCCU	Contracts from consultant, PAF (Payment advice form)
	Justification Description:	A superior data source was identified	

<i>Percent disbursed of water and sanitation technical assistance contracts</i>			
Project:	Water Sector Reform		
Activity:	N/A		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary Data Source Modification	
	Change:	Previous	Revised
		MCCU	Contracts from consultant, PAF (Payment advice form)

	Justification Description:	A superior data source was identified
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Annual Sector Review completed			
Project:	Water Sector Reform		
Activity:	Sector Roadmap and Coordination Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Primary Data Source Modification	
	Change:	Previous	Revised
		MCCU	Annual sector review report
	Justification Description:	A superior data source was identified	

Total customer connections			
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.	
Oct-20	Change Description:	Primary Data Source Modification	
	Change:	Previous	Revised
		MCCU	EDAMS Database
	Justification Description:	A superior data source was identified	

Oct-20	Change Description:	Update to the definition	
	Change:	Previous	Revised
		Total number of registered GVWC customers	Total number of water connections operational through billing by GVWC in a year.
	Justification Description:	Clarify definition to ensure accurate reporting	

<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.	
Oct-20	Change Description:	Primary Data Source Modification	
	Change:	Previous	Revised
		GWVC Management Report	EDAMS Database
	Justification Description:	A superior data source was identified	

<i>Maintenance Expenditure-Asset Value Ratio</i>	
Project:	Water Sector Reform
Activity:	GVWC Institutional Strengthening Activity
Sub-Activity:	N/A

Oct-20	Change Description:	Retire Indicator
	Justification Description:	There will be no asset valuation conducted for Guma assets.

Operating cost coverage							
Project:	Water Sector Reform						
Activity:	GVWC Institutional Strengthening Activity						
Sub-Activity:	N/A						
Oct-20	Change Description:	Target Modification					
		Year 1	Year 2	Year 3	Year 4	Year 5	End of Threshold
	Revised Targets				109	121	121
	Previous Targets	100	110	115	109	121	121
	Justification Description:	Old targets do not align with targets from SPIP					
Oct-20	Change Description:	Primary Data Source Modification					
	Change:	Previous			Revised		
		Audited Financial Statements			Financial Records extracted from Great Plains		
	Justification Description:	A superior data source was identified					

<i>Time taken to resolve problems</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>Rate of customer service complaints</i>	
Project:	Water Sector Reform

Activity:	GVWC Institutional Strengthening Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Definition Modification	
	Change:	Previous	Revised
		(Quarterly number of complaints/quarterly number of customers)*100	Total number of water and wastewater complaints in a year expressed as a percentage of the total number of water and wastewater connections.
	Justification Description:	Updated to align with the common indicator.	

Reports of corruption through Pay No Bribe			
Project:	Water Sector Reform		
Activity:	GVWC Institutional Strengthening Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		PNB report	Anti-corruption commission Pay No Bribe Report
	Justification Description:	A superior data source was identified.	

Cost-of-service study completed		
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	
	Change Description:	Baseline Modification

June-19	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>Mapping of water system completed</i>			
Project:	Water Sector Reform		
Activity:	GVWC Institutional Strengthening Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Data Source Update	
	Change:	Previous	Revised
		Mapping Contractor Report	Deliverable acceptance note for the final report from the consultant
	Justification Description:	A superior data source has been identified	

<i>Condition assessment of water distribution system completed</i>			
Project:	Water Sector Reform		
Activity:	GVWC Institutional Strengthening Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Data Source Update	
	Change:	Previous	Revised
		Mapping Contractor Report	Deliverable acceptance note for the final report from the consultant
	Justification Description:	A superior data source has been identified	

<i>Condition assessment of treatment plant, transmission pipes, and dam completed</i>			
Project:	Water Sector Reform		
Activity:	GVWC Institutional Strengthening Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Data Source Update	
	Change:	Previous	Revised
		Institutional Strengthening Report	Deliverable acceptance note for the final report from the consultant

	Justification Description:	A superior data source has been identified
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Hydraulic modelling completed			
Project:	Water Sector Reform		
Activity:	GVWC Institutional Strengthening Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Data Source Update	
	Change:	Previous	Revised
		MCCU	Deliverable acceptance note for the final report from the consultant
	Justification Description:	A superior data source has been identified	

Community Water Services Department established			
Project:	Water Sector Reform		
Activity:	GVWC Institutional Strengthening Activity		
Sub-Activity:	N/A		
June-19	Change Description:	Name Modification	
	Change:	Previous	Revised
		Community Water Services Department operational	Community Water Services Department established
	Justification Description:	Difficult to define operational so we are changing to established.	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Institutional Strengthening Report	ASI Task 3.6: Community Water Service Charter
	Justification Description:	A superior data source has been identified	

<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.	
Oct-20	Change Description:	Frequency of Reporting Modification	
	Change:	Previous	Revised
		Once	Annual
	Justification Description:	This is an annual process, not a onetime thing.	
Oct-20	Change Description:	Classification Modification	
	Change:	Previous	Revised
		Date	Level
	Justification Description:	This is an annual process, not a onetime thing.	
Oct-20	Change Description:	Unit Modification	
	Change:	Previous	Revised
		Date	Number
	Justification Description:	This is an annual process, not a onetime thing.	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Institutional Strengthening Report	ASI Task 3.6: Community Water Service Charter
	Justification Description:	A superior data source has been identified	

<i>People trained in MCC supported water sector capacity building activities</i>	
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	
Oct-20	Change Description:	Definition Modification	
	Change:	Previous	Revised
		Number of people trained under the Sierra Leone Threshold program in core technical capacities	Number of people trained under the Sierra Leone Threshold program in core technical capacities in the water sector
	Justification Description:	Added sector specific language for clarity	
Oct-20	Change Description:	Disaggregation Modification	
	Change:	Previous	Revised
		None	(A) Institution (Guma, Other) (B) Gender (Male, Female)
	Justification Description:	Adding relevant disaggregation's	

<i>Access to improved water supply</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) (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	
Oct-20	Change Description:	Disaggregation Modification	
	Change:	Previous	Revised
		(A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry)	(A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) (A.2) Head of Household (Male/Female)
	Justification Description:	Adding gender disaggregation	
Oct - 20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		DMA Survey	DMA KAP Survey
	Justification Description:	A superior source document was identified.	

<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	
Oct-20	Change Description:	Retire Indicator	
	Justification Description:	Insufficient data to report on this indicator	

Percentage of the population using a basic water source							
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					
Oct-20	Change Description:	Source Document Modification					
	Change:	Previous			Revised		

Oct-20		DMA Survey	DMA KAP Survey
	Justification Description:	A superior source document was identified.	
	Change Description:	Disaggregation Modification	
	Change:	<div>Previous</div> ((A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry)	<div>Revised</div> (A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) (A.2) Head of Household (Male/Female)
	Justification Description:	Disaggregating by gender	

<i>Non-revenue water</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) 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.	

Registered customers in the project DMA		
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:	

Continuity of service			
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	
Oct-20	Change Description:	Definition Update	
	Change:	Previous	Revised
		Average hours of service per week for water supply	Average hours of service per day for water supply
	Justification Description:	Definition now aligned with common indicator definition	

Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		GVWC	DMA Consultant
	Justification Description:	A more accurate responsible party was identified.	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Institutional Strengthening Report	KAP Survey
	Justification Description:	A superior data source has been identified	
Oct-20	Change Description:	Disaggregation Modification	
	Change:	Previous	Revised
		(A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) (A.2) 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:	Add gender disaggregation	

<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	

<i>Residential water consumption</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)
	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.	
Oct-20	Change Description:	Disaggregation Modification	
	Change:	Previous	Revised
		(A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private)	(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 rainy season and dry season	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised

		DMA Survey	KAP Survey
	Justification Description:	A superior data source was identified	

<i>Water quality samples achieving fecal coliform standards</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.	

Oct -20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Water Quality Report	ASI DMA Operational Report
	Justification Description:		
Oct-20	Change Description:	Disaggregation Modification	
	Change:	Previous	Revised
		(A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private)	(A) DMA (Aberdeen/ King Tom) (A.1) Water distribution point (GVWC sourced-Public/GVWC-sourced-Private) (A.2) Rainy/Dry Season
	Justification Description:	Added rainy season/dry season	

<i>Percentage of GVWC distribution points that meet regulatory standards for residual chlorine</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.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 collecting water							
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					
Oct-20	Change Description:	Definition Modification					
	Change:	Previous			Revised		
		Average time spent by household 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			Average time spent by household on water gathering activities performed during a one week period (one day recall), including time spent getting to the closest water point, time queuing to wait for one's turn, time queuing		

		wait for one's turn, time queuing to wait for water supply, time drawing/collecting water and time spent returning from the closest water point.	to wait for water supply, time drawing/collecting water and time spent returning from the closest water point.
	Justification Description:	Aligns with common indicator	
Oct-20	Change Description:	Disaggregation Modification	
	Change:	Previous	Revised
		(A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry)	(A) DMA (Aberdeen/King Tom) (A.1) Season (Rainy/dry) (A.2) Gender (Male/Female)
	Justification Description:	Added gender disaggregation	

<i>Payments made from project kiosks to GVWC</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	
Oct-20	Change Description:	Definition Modification	
	Change:	Previous	Revised

		Average payments made by standpipe entrepreneurs to GVWC on a monthly basis	Amount paid to GVWC by water kiosks divided by Amount billed by GVWC for water service *100
	Justification Description:	Entrepreneurs each have one DMA. Able to get this data from EDAMS	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Institutional Strengthening Report	ASI DMA Operational Report
	Justification Description:	A superior data source was identified	

<i>Timeliness of payments made from kiosk entrepreneurs to GVWC</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	
Oct-20	Change Description:	Disaggregation Modification	
	Change:	Previous	Revised
		Percent of monthly payments made on or before due date by standpipe entrepreneurs to GVWC	Number of bills paid by kiosks by the due date divided by number of bills received in a quarter *100
	Justification Description:	Definition updated to provide reporting clarity.	

Profits for kiosk entrepreneurs			
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	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Institutional Strengthening Report	ASI DMA Operational Report
	Justification Description:	A superior data source has been identified	

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	
	Justification:	TBD replaced with target						
	Justification Description:	Comes from the SPIP						
Oct-20	Change Description:	Source Document Modification						
	Change:	Previous				Revised		
		DMA Survey				KAP Survey		
	Justification Description:	A superior data source has been identified						

Customer satisfaction with water quality			
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				25		
	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	
	Justification:	TBD replaced with target						
	Justification Description:	Updating from TBD						
Oct-20	Change Description:	Source Document Modification						
	Change:	Previous				Revised		
		DMA Survey				KAP Survey		
	Justification Description:	A superior data source has been identified						

Number of kiosks for which contracts have been signed			
Project:	Water Sector Reform		
Activity:	DMA and Standpipe Demonstration Activity		
Sub-Activity:	N/A		
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.						
Oct-20	Change Description:	Source Document Modification						
	Change:	Previous			Revised			
		Institutional Strengthening Report			Signed contracts between kiosk entrepreneurs and GVWC			
	Justification Description:	A superior data source has been identified						
Oct-20	Change Description:	Classification Modification						
	Change:	Previous			Revised			
		Cumulative			Level			
	Justification Description:	We would like to see the quarterly fluctuations in contracts signed.						

Customer water meters installed or replaced		
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:	Existing indicators do not sufficiently meet adequacy criteria	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Guma Customer Records	ASI DMA Operational Report
	Justification Description:	Superior source identified	
Oct-20	Change Description:	End of THP Target Added	
	Change:	Previous	Revised
		TBD	1,243
	Justification Description:	Water team provided end of THP target. 963 water meters installed or replaced for Aberdeen + 280 for King Tom.	

<i>Water supply kiosks built</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:	

Length of water pipes constructed			
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	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Consultant Reports	ASI DMA Operational Report

	Justification Description:	A superior data source was identified	

Number of leaks repaired		
Project:	Water Sector Reform	
Activity:	DMA and Standpipe Demonstration Activity	
Sub-Activity:	N/A	
Oct-20	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Existing indicators do not sufficiently meet adequacy criteria

Kiosk water storage		
Project:	Water Sector Reform	
Activity:	DMA and Standpipe Demonstration Activity	
Sub-Activity:	N/A	
Oct-20	Change Description:	New Indicator
	Justification Description:	Existing indicators do not sufficiently meet adequacy criteria

DMA Kiosk Managers		
Project:	Water Sector Reform	
Activity:	DMA and Standpipe Demonstration Activity	
Sub-Activity:	N/A	
Oct-20	Change Description:	New Indicator
	Justification Description:	Existing indicators do not sufficiently meet adequacy criteria

REGULATORY STRENGTHENING PROJECT INDICATORS

<i>Training program conducted for board members of EWRC</i>	
Project:	Regulatory Strengthening

Activity:	Operational Support and Capacity Building Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Training reports and manual	Training reports and manuals for EWRC Board members.
	Justification Description:	More detail has been provided	
Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		EWRC	EWRC ESRP Director
	Justification Description:	More detail has been provided	

Cost-of-service study completed			
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.	
Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		Economic Regulator	ESRP Director
	Justification Description:	Responsible party updated to reflect in country reality.	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Consultant Report	Cost of Service Report

	Justification Description:	A superior data source was identified.
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<i>Sector-wide financial model developed</i>			
Project:	Regulatory Strengthening		
Activity:	Operational Support and Capacity Building Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		Economic Regulator	ESRP Director
	Justification Description:	Responsible party updated to reflect in country reality.	
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Consultant Report	Sector Wide Financial Model
	Justification Description:	A superior data source was identified.	

<i>EWRC 5-year budget developed</i>			
Project:	Regulatory Strengthening		
Activity:	Operational Support and Capacity Building Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Consultant Report	AARC/EWRC Business plan
	Justification Description:	A superior data source was identified	

<i>People trained in MCC supported regulatory 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	
	Change Description:	Definition Modification	
Oct-20	Change:	Previous	Revised
		Number of people trained by the Sierra Leone Threshold Program in core technical capacities	Number of people trained by the Sierra Leone Threshold Program in core technical capacities for regulation, monitoring and oversight of water and electricity utilities
	Justification Description:	Definition updated to specify entity involved.	

<i>Regulations Drafted and Approved</i>		
Project:	Regulatory Strengthening	
Activity:	N/A	
Sub-Activity:	N/A	
Oct-20	Change Description:	New Indicator
	Justification Description:	Existing indicators do not sufficiently meet adequacy criteria

<i>Provision and installation of IT infrastructure</i>		
Project:	Regulatory Strengthening	
Activity:	N/A	
Sub-Activity:	N/A	
Oct-20	Change Description:	New Indicator
	Justification Description:	Existing indicators do not sufficiently meet adequacy criteria

<i>Outreach events held with power sector stakeholders</i>		
Project:	Regulatory Strengthening	
Activity:	Operational Support and Capacity Building Activity	
Sub-Activity:	N/A	

Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Management Report	Outreach reports by EWRC communications and outreach officer
	Justification Description:	A superior data source was identified	

<i>Power Purchase Agreements (PPAs) approved by EWRC</i>			
Project:	Regulatory Strengthening		
Activity:	Operational Support and Capacity Building Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Minutes of Board Meeting	Minutes of Steering Committee Board Meeting
	Justification Description:	More detail has been provided	
Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		Head of Electricity	Head of Electricity at EWRC
	Justification Description:	More detail has been provided	
Oct-20	Change Description:	Definition Modification	
	Change:	Previous	Revised
		Number of PPAs approved by EWRC prior to signature	Number of PPAs approved by EWRC prior to signature of the PPAs
	Justification Description:	More detail has been provided	

Existing utilities in the power sector formally licensed						
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:	Includes only the utilities that serve Freetown and are supported by the Threshold				
June-19	Change Description:	Classification Modification				
	Change:	Previous			Revised	
		Cumulative			Level	
		Justification Description:	Error correction – Number is not an indicator classification.			

<i>EDSA tariff application submitted</i>			
Project:	Regulatory Strengthening		
Activity:	Tariff Process and Performance Monitoring Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Consultant Report	EDSA Tariff Application Letter
	Justification Description:	A superior data source was identified	
Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		Economic Regulator	EWRC
	Justification Description:	Clarifies the responsible party	

<i>Rate-case requirements developed and issued to EDSA</i>
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Project:	Regulatory Strengthening		
Activity:	Tariff Process and Performance Monitoring Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Consultant Report	Deliverable acceptance note
	Justification Description:	A superior data source was identified	
Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		Economic Regulator	ESRP Director
	Justification Description:	Corrects inaccurate information	

Rate-case requirements developed and issued to EGTC			
Project:	Regulatory Strengthening		
Activity:	Tariff Process and Performance Monitoring Activity		
Sub-Activity:	N/A		
Oct-20	Change Description:	Source Document Modification	
	Change:	Previous	Revised
		Consultant Report	Deliverable acceptance note
	Justification Description:	A superior data source was identified	
Oct-20	Change Description:	Responsible Party Modification	
	Change:	Previous	Revised
		Economic Regulator	ESRP Director
	Justification Description:	Corrects inaccurate information	

<i>EDSA reporting submitted according to reporting requirements</i>			
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
	Previous Targets			31-Dec-18			31-Dec-18
	Revised 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
	Previous Targets			31-Dec-18			31-Dec-18
	Revised 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.					

Tariff design efficiency that includes a lifeline tariff developed			
Project:	Regulatory Strengthening Project		
Activity:	Tariff Process and Performance Monitoring Activity		
Sub-Activity:	N/A		
June-19	Change Description:	Name Modification	
	Change:	Previous	Revised
		Tariff design efficiency that includes a lifeline tariff developed	Lifeline tariff developed and approved
	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.

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 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	
Oct-20	Change Description:	End of THP Target Modification	
	Change:	Previous	Revised
		TBD	25
	Justification Description:	Guma (8) + EDSA (5) + EGTC (4) + EWRC (8) = 25	

RBF incentive payment disbursed toward achievement of KPIs			
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	
	Change Description:	End of THP Target Modification	
Oct-20	Change:	Previous	Revised
		\$5,000,000	\$3,349,741
	Justification Description:	THP reduced cost to move some money into admin costs.	

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
Oct-20	Change Description:	Retire Indicator

	Justification Description:	Indicator is no longer useful
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