

**MEMORANDUM OF UNDERSTANDING BETWEEN THE  
MILLENNIUM CHALLENGE CORPORATION AND  
OFFICE OF THE VICE PRESIDENT OF THE GOVERNMENT OF SIERRA LEONE**

This Memorandum of Understanding (“**MOU**”) is entered into this ..... day of May, 2021, by and between the Millennium Challenge Corporation (“**MCC**”) and the Office of the Vice President (“**OVP**”) of the Government of Sierra Leone (the “**Government**”); MCC and OVP (together, the “**Participants**”). Capitalized terms not defined herein will have the meanings provided in the Threshold Program Agreement (as defined below).

**RECITALS**

**WHEREAS**, the United States of America, acting through MCC, and the Republic of Sierra Leone, acting through the Ministry of Finance and Economic Development, entered into that certain Millennium Challenge Account Threshold Program Grant Agreement dated November 17, 2015 (the “**Threshold Program Agreement**”) describing a program to establish financially-sustainable provision of water and electricity services in greater Freetown by establishing independent regulation, strengthening key institutions improving and expanding customer service, and increasing transparency and accountability in the provision of these services in order to improve service delivery and limit opportunities for corruption (the “**Program**”);

**WHEREAS**, the Program activities were completed on March 31, 2021;

**WHEREAS**, the Participants wish to cooperatively monitor the results and evaluate (“**M&E**”) the impacts of the Program;

**WHEREAS**, MCC has engaged, and each of the participants may in the future engage, one or more service providers (the “**Service Provider**”) to collect, review and analyze the data resulting from the Program; and

**WHEREAS**, the Government’s Millennium Challenge Coordinating Unit (“**MCCU**”) has an M&E and Economics Director who serves as the point of contact with MCC on M&E matters through the end of the Program’s closure period scheduled to end on July 29, 2021, but the Participants wish to identify longer-term representatives and primary points of contacts who will continue to hold M&E-related responsibilities after the closure period ends;

**NOW, THEREFORE**, the participants have reached the following understanding:

1. **Objective.** The objective of this MOU is to facilitate the continued monitoring of the results of the Program and timely delivery of accurate evaluations of the Program’s performance on establishing financial sustainability and increasing transparency and accountability in the provision of water and electricity services in greater Freetown Sierra Leone.
2. **Cooperation.** MCC and OVP express their intent to cooperate to fulfil the objective by undertaking the tasks and responsibilities set forth in the attached Annex A.
3. **Communications.**
  - a) MCC and OVP endeavor to communicate with each other to coordinate their effort under this MOU.

- b) For the purpose of this MOU, the Participants will be represented by the persons holding or acting in the following positions (the “**Representatives**”).
- i) For MCC: The Vice President for the Department of Policy and Evaluation. As of the signing of this MOU the person holding this position (in an acting capacity) is Thomas Kelly.
  - ii) For OVP: Minister of State. As of the signing of this MOU the person holding this position is Francess Alghali.
- c) The Representatives may each designate one or more officials who may represent the respective Participants under this MOU, other than for purposes of modification or termination of this MOU (which may only be undertaken by the Representatives). Such officials will function as the primary points of contact for all substantive issues under this MOU.
- i) MCC designates the official holding the position of Managing Director, Monitoring and Evaluation, Department of Policy and Evaluation as its primary point of contact. As of the signing of this MOU the person holding this position is Ms. Berta Heybey.
  - ii) OVP designates the official holding the position of Monitoring and Evaluation Expert in the Compact Development Team, once hired, as its primary point of contact. This person is expected to be employed by August 1, 2021.

4. **Terms and Termination.** This MOU is expected to continue until March 31, 2024, which is three (3) years from the date of expiration of the Threshold Program Agreement (March 31, 2021) and may be extended or modified in a writing signed by both Representatives; provided, however, that for modifications to Annex A, the officials identified in 3.c above shall have the authority to approve and sign such modifications. MCC or OVP may discontinue this MOU upon thirty (30) days written notice to the other Participant.

5. **No Financial or Legal Obligation.** Nothing contained in this MOU is intended to be construed as creating any financial obligation or commitment on the part of MCC, the United States Government, OVP, or the Government of Sierra Leone to provide funding or assistance in relation to the proposed activities contemplated hereunder or any other project or program in Sierra Leone. This MOU does not give rise to rights or obligations under international or domestic law.

6. Any dispute shall be settled amicably by mutual agreement between the participants.

**IN WITNESS WHEREOF**, MCC and OVP have caused this MOU to be signed and issued as of the date first set forth above.

THOMAS J  
 KELLY (affiliate)  
 \_\_\_\_\_  
 Thomas Kelly  
 Acting Vice President,  
 Department of Policy and Evaluation  
 Millennium Challenge Corporation

Digitally signed by THOMAS J  
 KELLY (affiliate)  
 Date: 2021.05.18 14:13:16 -04'00'

  
 \_\_\_\_\_  
 Francess Alghali  
 Minister of State  
 OVP  
 Government of Sierra Leone

## **ANNEX A: Intended Actions by OVP and MCC**

OVP and MCC intend to cooperate to fulfill the objective of this MOU in the following manner:

### **OVP endeavors to:**

- Serve as point of contact for M&E issues related to the Threshold after Program closure date of July 29, 2021;
- Collaborate closely with the MCCU to develop a post-Program M&E Plan, and review and revise the post-Program M&E Plan as necessary after Program closure;
- Align post-Program M&E tasks into the overall set-up for national M&E management, including monitoring databases, reporting systems, and any other data sources and systems used for the national M&E function;
- Liaise with Implementing Entities to collect required annual performance data and related documentation for the Regulatory Reform Project, the Water Sector Reform Project, and the Electricity Sector Reform Project and ensure that it is submitted on time and to appropriate standards of quality, and that they are receiving adequate support to perform their M&E functions;
- Directly participate in the monitoring of individual Program components through site visits, review of project reports and primary data, and review of secondary data as described in the Post-Program M&E Plan;
- Participate in and/or oversee the work of data quality reviewers, assess data quality review results and serve as primary point of contact to implement any recommended changes or corrections, and conduct intermittent data quality checks to provide additional data quality oversight as described in the Post-Program M&E Plan.
- Conduct synthesis of monitoring and other data to assess Program effectiveness and whether objectives were met;
- Conduct technical reviews (and coordinate same by other relevant Government agencies) of all evaluation and survey deliverables, and key project performance deliverables;
- Facilitate input on evaluation deliverables, and provide official Government responses on evaluations final reports;
- Facilitate in-country evaluation activities (e.g., writing letters informing Sierra Leonean stakeholders of upcoming data collection activities and, where relevant, encouraging cooperation) and in-country dissemination of evaluation findings;
- Coordinate in-country evaluation results dissemination activities including but not limited to stakeholder workshops and individual meetings;
- Identify opportunities to apply the learning from evaluations to future program design and implementation;
- Liaise with Ministry of Finance, EWRC, EGTC, EDSA, GVWC and other Government public outreach staff to incorporate Program results and monitoring data and information into external communication products and to ensure that performance results are communicated to the public (this includes dissemination of evaluation results

and facilitation of related in-country presentations and posting reports and public-use data on a website, which will initially be the MCCU website since this is required to be maintained by OVP for one year following the Program; and

- Review and revise the Post-Program M&E Plan as necessary.

**MCC endeavors to:**

- Contract and manage independent evaluators and data collectors whose activities extend into the post-Program closure period;
- Facilitate evaluator review and consideration of Sierra Leonean stakeholder input into the evaluations; and
- Provide guidance and training to the country when need arises.



**Millennium Challenge Coordinating Unit**  
**Post Threshold Monitoring and Evaluation Plan**

**May 2021**

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## **1. PREAMBLE**

This Post Compact Monitoring and Evaluation (“M&E”) Plan is part of the Millennium Challenge Account Threshold Program Grant Agreement signed (the “Program” 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 (“M&E Policy”).

The Post Threshold M&E Plan serves as a guide for monitoring the sustainability of the Program investments and is required by the M&E Policy. As stated in the M&E Policy, “MCC and MCA, along with the designated representative for Post Compact M&E if appropriate, will develop a Post Compact M&E Plan designed to observe the sustainability of benefits created under the Compact in conjunction with the Program Closure Plan. This plan should describe ongoing and future monitoring and evaluation activities, identify the individuals and organizations that would undertake these activities, and provide a budget framework for future monitoring and evaluation which draws upon both MCC and country resources, and document the role the partner country will play in results dissemination.” “MCA” in the above quoted paragraph refers to the Millennium Challenge Coordinating Unit (MCCU) the entity designated by the Government pursuant to the Threshold Agreement to implement the Program.

The Post Threshold M&E Plan may be modified or amended based on the agreement between the Government’s designated representative and MCC. As spelled out in the MCCU Program Closure Plan, the designated representative for Post Threshold M&E activities is the Office of the Vice President of Sierra Leone (OVP).

## 2. 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
MOE	Ministry of Energy
MOWR	Ministry of Water Resources
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
WASH	Water, Sanitation and Hygiene
WSRP	Water Sector Reform Project

### **3. THRESHOLD AND OBJECTIVE OVERVIEW**

#### **3.1. Introduction**

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.

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

### 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"> <li>• There will be buy-in from sector stakeholders on the sector Roadmap</li> <li>• Developing a sector roadmap will establish clear roles and responsibilities in the sector</li> </ul>	<ul style="list-style-type: none"> <li>• The roadmap does not reflect the interests of all key stakeholders, thus limiting coordination and planning in the sector and restricting roadmap implementation</li> </ul>

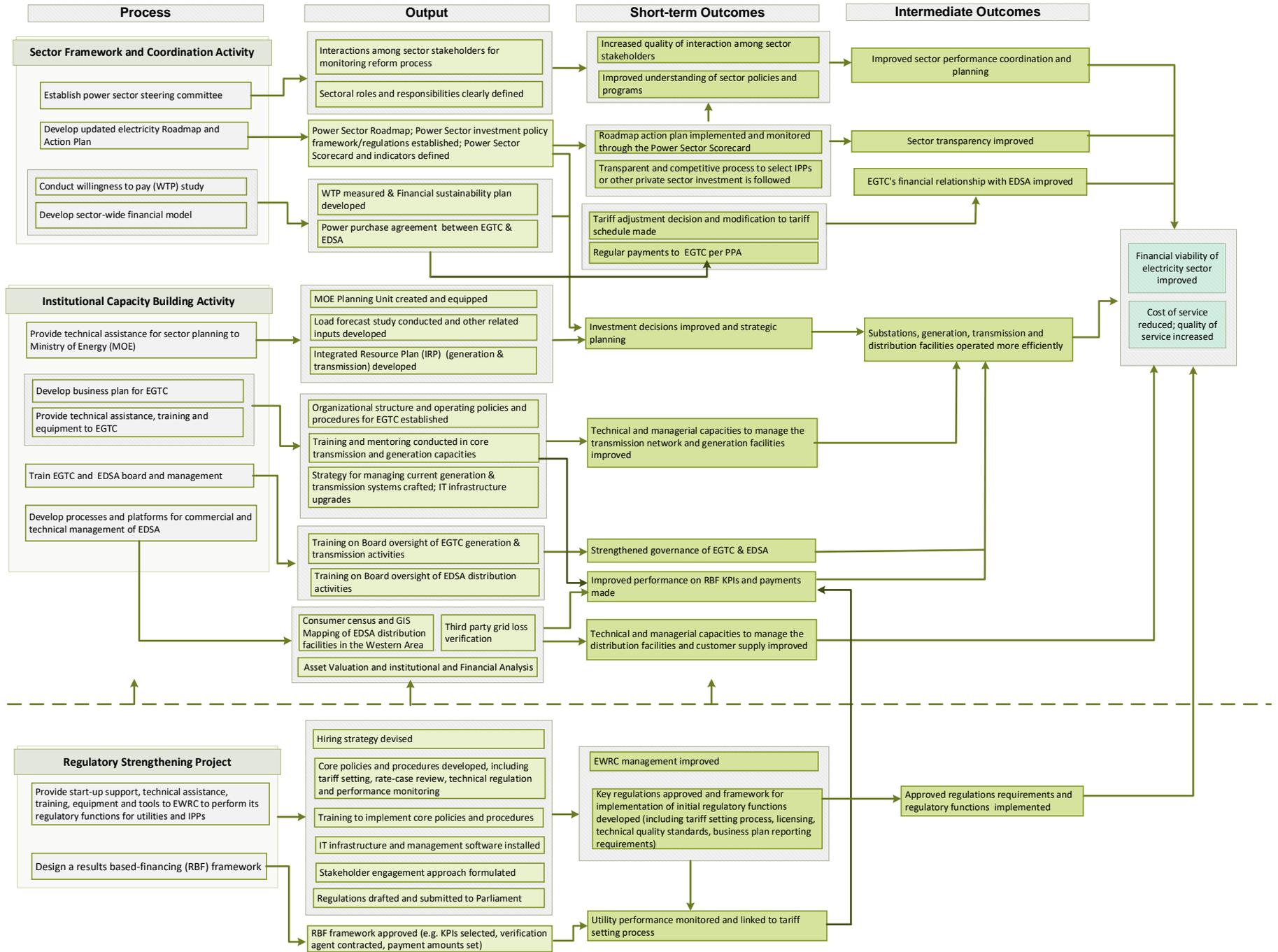
	<ul style="list-style-type: none"> <li>• Once roles and responsibilities are clearly defined, stakeholders will act in line with those roles</li> <li>• The PPA will contribute transparency and accountability on the sales of electricity between the generation and distribution utilities.</li> <li>• Sector Steering committee meetings take place as planned and interactions are facilitated with best practices for meetings, communicating, reporting, accountability, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Political factors and lack of capacity and resources could influence stakeholders and limit their willingness and ability to coordinate on sector activities</li> <li>• Action items from the meetings are not implemented</li> </ul>
<p>Institutional Capacity Building Activity</p>	<ul style="list-style-type: none"> <li>• There will be a system in place to train new members of the Board</li> <li>• EGTC will take over management of Bumbuna HEP previously managed by management contracts</li> <li>• Technical assistance will focus on the key areas of need for EGTC</li> <li>• The relevant staff will be involved and receive high quality training in key areas of operations</li> <li>• 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.</li> <li>• Informational inputs for strategic planning and decision making are of high quality</li> <li>• Development of informational inputs will lead to the use of these inputs for decision making</li> <li>• Cost reflective tariff will be approved and implemented during the THP</li> </ul>	<ul style="list-style-type: none"> <li>• New Board members are appointed, and training does not continue</li> <li>• Information gaps may still persist</li> <li>• No change in organizational culture and behaviors</li> <li>• The status quo will continue even with more capacity and tools for planning and decision making</li> <li>• 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.</li> </ul>

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.<sup>1</sup> 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

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<sup>1</sup> 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"> <li>• Sector Steering committee meetings take place as planned and interactions are facilitated with best practices for meetings, communicating, reporting, accountability, etc.</li> <li>• Developing a sector roadmap will establish clear roles and responsibilities in the sector and</li> </ul>	<ul style="list-style-type: none"> <li>• Action items from the meetings are not implemented</li> <li>• The roadmap does not reflect the interests of all key stakeholders, thus limiting coordination and planning in the sector and restricting roadmap implementation</li> <li>• Political factors and lack of</li> </ul>

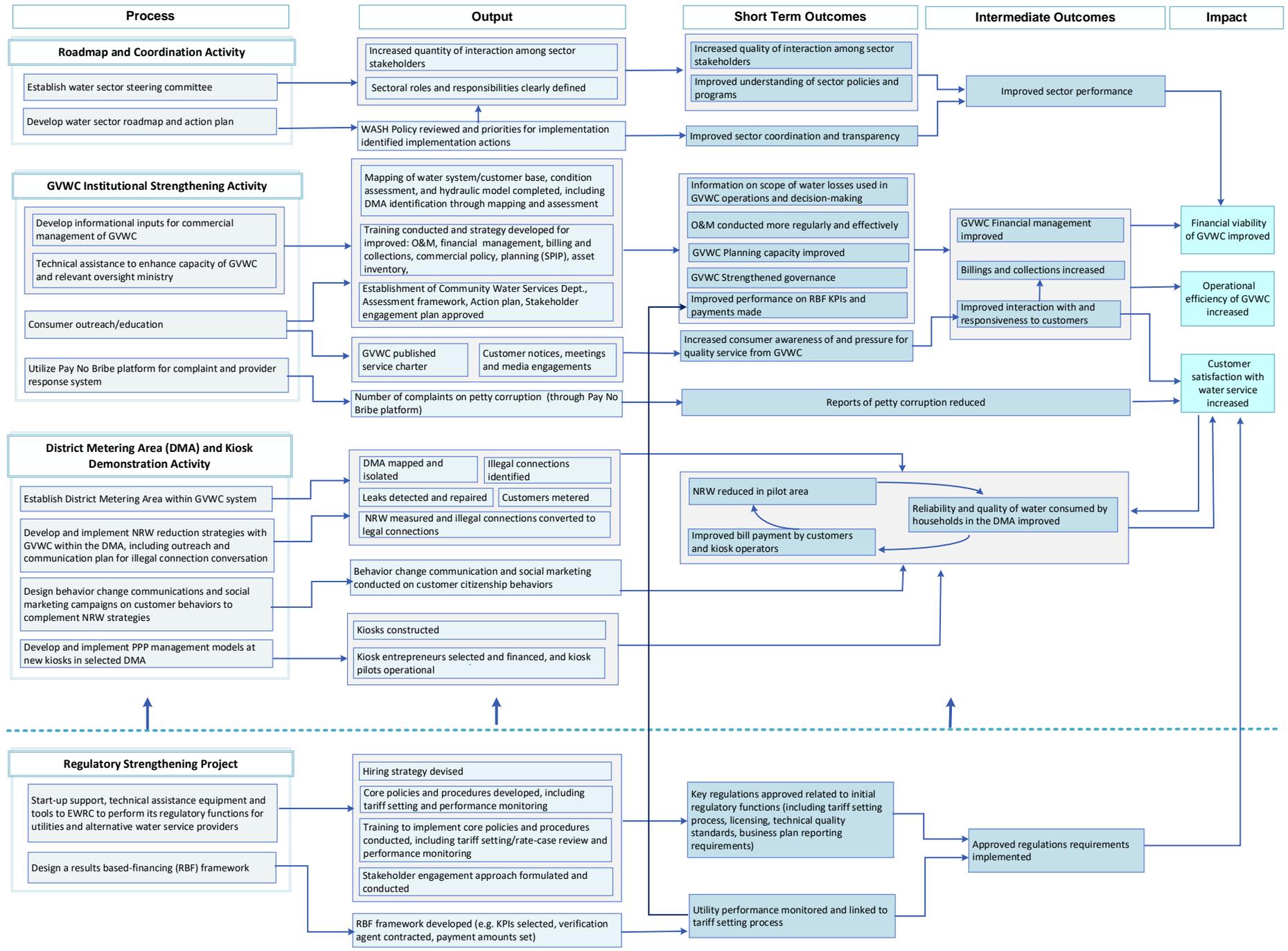
	<p>will lead to improved quality of interaction – less time is wasted in deliberation of competing priorities.</p> <ul style="list-style-type: none"> <li>• Once roles and responsibilities are clearly defined, stakeholders will act in line with those roles</li> <li>• There will be buy-in from sector stakeholders on the sector Roadmap</li> </ul>	<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"> <li>• Informational inputs are of high quality</li> <li>• Development of informational inputs will lead to the use of these inputs for decision making</li> <li>• Technical assistance will focus on the key areas of need for GVWC</li> <li>• The relevant staff will be involved and receive high quality training in key areas of operations</li> <li>• 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.</li> <li>• TA and training on O&amp;M will lead to conduct and more effective O&amp;M</li> <li>• Cost recovery tariff will be approved and implemented during the THP</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Information gaps will persist</li> <li>• No change in organizational culture and behaviors</li> <li>• The status quo will continue even with more capacity and tools for planning and decision making</li> <li>• 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.</li> </ul>
DMA and Kiosk Demonstration Activity	<ul style="list-style-type: none"> <li>• The appropriate NRW strategies are implemented in the DMA</li> <li>• Sufficient numbers of illegal connections are converted to legal connections</li> <li>• NRW measures increase service</li> </ul>	<ul style="list-style-type: none"> <li>• Customers see no improvements in service levels</li> <li>• Customer resistance to paying for water</li> <li>• High number of illegal</li> </ul>

	<p>levels</p> <ul style="list-style-type: none"> <li>• Customer connections are metered and billed based on consumption</li> <li>• Customers' attitudes reflect increased willingness to pay for water (those with connections and those using kiosks)</li> <li>• More customers pay for water</li> <li>• Kiosks are managed effectively and earn profit</li> <li>• DMA improvements and kiosk management models are replicated across GVWC entire network after the Threshold Program ends</li> </ul>	<p>connections persists</p> <ul style="list-style-type: none"> <li>• New kiosk management model does not lead to improved service</li> </ul>
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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.

**WSRP Program Logic**

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



### 3.3. 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.

## 4. MONITORING COMPONENT

### 4.1. Summary of Monitoring Strategy

The Post Program performance will be monitored systematically and progress will be reported regularly through a small set of indicators listed in the indicator tracking table (ITT) and broader updates in the Annual Summary Report (ASR). The analysis will allow the Government of Sierra Leone and MCC to track the sustainability of Program investments. MCC M&E worked with MCCU along with the MCC sector experts to select the Post Program indicators.

All MCC M&E plans are framed and constructed using the program logic framework approach that classifies indicators as process, output, outcome, and goal indicators. This Post Threshold M&E Plan only includes indicators at two levels output and outcome as the other two levels are no longer relevant.

- Outcome indicators measure intermediate, medium, or long-term effects of an intervention, including the Threshold Objectives.
- Output indicators measure the direct result of the project activities—most commonly these are goods or services produced by the implementation of an activity.<sup>2</sup> The output indicators presented in the table track the performance of the on-going progress of interventions that were begun under the Threshold, but that are continuing into the Post Threshold period.

For Post-Threshold, the indicators to be monitored are mostly at the outcome and goal level, including selected output indicators for activities not completed by Program end date. The output indicators presented in Annex I track the performance of the on-going progress of interventions that were begun under the Program, but that are continuing into the Post Threshold period. Outcome indicators measure the long-term effects of an intervention's outputs. Actuals of some outcome indicators included in the Post Threshold M&E Plan come from evaluations.

The Indicator Documentation 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) title; (ii) definition; (iii) unit of measurement; (iv) level of disaggregation; (v) data source; (vi) method of collection; (vii) the frequency of reporting; and (viii) party or parties responsible. The definitions for Outcome and Output indicators are derived from Program documents, Implementing Entities (IEs) and implementers' work plans, and MCC external reporting requirements.

Final achievement on Program indicators can be found on the website designated by OVP.<sup>3</sup>

### 4.2. Data Disaggregation

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<sup>2</sup> The indicator levels are formally defined in MCC's *Policy for Monitoring and Evaluation of Compacts and Threshold Programs*.

<sup>3</sup> The OVP will maintain the MCCU website for up to five years following the end of the Threshold Program.

The Indicator Documentation Table (Annex I) identifies which indicators should be disaggregated as feasible and cost-effective, based on gender (individuals) and other factors. The select disaggregated features identified in Annex I will be reported to MCC in the Post-Threshold ITT. The purpose of this disaggregation is to understand distributional impacts of MCC project benefits. Given the risk that social inequalities pose to accessing and sustaining benefits, disaggregation of data monitors the extent to which the project is benefitting or excluding different social groups, for example, the poor, women and girls. Where feasible, the evaluations will identify additional indicators to be disaggregated by sex, and area, and methodologies to assess the impact of the project on women, girls and other vulnerable groups.

#### **4.3. Data Quality Reviews**

MCCU-Sierra Leone contracted an independent data quality reviewer to complete the Data Quality Review (DQR) in 2017. The purpose of the DQR was to conduct review of performance indicators in the Threshold Program M&E Plan, identify data quality issues impacting the entities who were part of the reporting framework and to provide detailed recommendations for improvement of data quality to inform M&E Plan revisions.

To address this data quality deficiency, MCCU offered training to staff at all levels within the implementing entities, including those directly responsible for providing data on indicators in the M&E Plan. MCCU is also engaged with a firm to provide hands on mentoring and coaching in M&E for the implementing entities. In addition, from 2018 to 2020 MCCU also hired individual consultants on an ongoing basis to conduct data verification on a quarterly basis.

The designated representative will be responsible for ensuring data quality by verifying the accuracy and reliability of performance data from each reporting entity. It is hoped that depending in the reporting need post Threshold, OVP may conduct data quality audits among the reporting stakeholders to follow up on the implementation of recommendations as identified during the DQR and data validation conducted by MCCU. This may be needed to report high quality data to MCC.

MCC may contract an independent data quality reviewer if deemed necessary. OVP may also conduct field visits to review the quality of the data gathered through the post-Threshold M&E Plan. This exercise will be done in coordination with MCC and the respective stakeholders.

#### **4.4. Indicator Documentation, Baselines and Targets**

Detailed information on indicators, including definitions, baseline from early in the Threshold, timing and frequency of post Threshold reporting, units, level, source, and responsible parties for reporting, has been compiled in Annex 1.

Additional indicators (and their related baselines and/or other documentation) may be added in subsequent versions of the Post Threshold M&E Plan.

#### 4.5. Standard Reporting Requirement

In accordance with MCC’s M&E Policy and as laid out in this Post Threshold M&E Plan, OVP is responsible for submitting a Post Threshold ITT based on the indicators in Annex I and II of this document. Unless otherwise agreed with MCC, OVP will also develop and submit an Annual Summary Report (ASR) to MCC, as per the reporting schedule noted at the end of the section. This report will be submitted on or before March 31<sup>st</sup> of each year, starting from 2022 through 2024. MCC specifically, as a key stakeholder, will receive the ASR via an email to the Vice President of the Department of Compact Operations at [VPOperations@mcc.gov](mailto:VPOperations@mcc.gov), with the subject line “Sierra Leone Post-Threshold Reporting” and the dates of report coverage.

The post Threshold ITT will have the same format as the Threshold ITT only with additional years added to it. MCC will provide the template for reporting by January 31<sup>st</sup> of each year in which an ASR is due; the template will be developed with OVP input and will be consistent to the extent possible over the years until the end of post-Threshold reporting.

The ASR will include the following:

- A summary of any activities undertaken or continued by GoSL post-Threshold that relate to the sustainability of Threshold investments (including any issues with operations and maintenance of DMA kiosks or other infrastructure) as well as complementary activities undertaken by GoSL or donors.
- A post Threshold ITT using the MCC template that include of the indicators included in Annex I of this plan for the preceding calendar year
- Data Quality Review findings related to indicators in the post-Threshold M&E Plan, if relevant.
- Status of outstanding issues for infrastructure components through the end of the defects liability period.

OVP will make public the final version of the ASR, less the ITT, by posting it on the website designated by the OVP along with other related reports, particularly on indicators’ progress towards targets.

Report	Due Date	Includes Data From
<ul style="list-style-type: none"> <li>• Annual Summary Report (ASR) Year 1</li> <li>• Post threshold Annual ITT Year 1</li> </ul>	March 31, 2022	March 2021 to March 2022
<ul style="list-style-type: none"> <li>• Annual Summary Report (ASR) Year 2</li> <li>• Post threshold Annual ITT Year 2</li> </ul>	March 31, 2023	March 2022 to March 2023

<ul style="list-style-type: none"> <li>• Annual Summary Report (ASR) Year 3</li> <li>• Post threshold Annual ITT Year 3</li> </ul>	March 31, 2024	March 2023 to March 2024
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## 5. EVALUATION COMPONENT

### 5.1. 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.

### 5.2. 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 including the Government of Sierra Leone 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. The designated representative at the OVP is expected to facilitate these presentations and coordinate with local stakeholders, and will be responsible for disseminating the report to the necessary government ministries and entities for their feedback

### 5.3. 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.

<b>Evaluation Name</b>	<b>Evaluation Type</b>	<b>Evaluator</b>	<b>Primary/ Secondary Methodology</b>	<b>Final Report Date</b>
Electricity Sector Reform Project/Regulatory Strengthening Project	Performance	Social Impact	Mixed methods pre-post comparison	2023
Water Sector Reform Project/Regulatory Strengthening 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 <sup>4</sup>	2023

### *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?

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<sup>4</sup> MCC considers this to be an impact evaluation methodology.

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.<sup>5</sup> 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

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<sup>5</sup> Due to the COVID-19 pandemic, the interim round of data collection was shifted from 2020 to 2021.

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

<b>Survey Name</b>	<b>Quantitative or Qualitative</b>	<b>Define Sample</b>	<b>Sample Size</b>	<b>Number of Rounds</b>	<b>Exposure Period (months)</b>	<b>Expected Dates of Primary Data Collection</b>
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

#### **5.4. Special Studies and Monitoring Activities**

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.

## **6. IMPLEMENTATION AND MANAGEMENT OF POST THRESHOLD M&E**

The OVP, with support and input from MCC, is responsible for the management of the Post Threshold M&E Plan. The OVP is primarily responsible for coordinating and ensuring quality and accuracy in data collection and reporting on the indicators in this Plan. In addition, the unit provides in-country facilitation of the work of all relevant consultants involved in data quality assessments, survey work, evaluations, and other M&E-related activities. MCC will fund and exercise oversight over evaluations that run into the post- Threshold period.

Successful monitoring and evaluation depends on the effective involvement of other OVP staff, other ministries and agencies providing data for program monitoring, contractors and other key stakeholders. The OVP will work closely with sector teams to track results and seek input on evaluations and other activities, to communicate results to key stakeholders, and with relevant government ministries and other stakeholders to support their data collection and reporting efforts and to ensure data quality and accuracy. As part of its overall role as focal point for post threshold M&E, the OVP will provide technical support to assist these stakeholders in their data collection activities, coach teams as necessary, and issue relevant guidance.

### **6.1. Responsibilities**

#### *Responsibilities for Point of Contact*

The specific post-Threshold responsibilities of OVP – most of which go beyond post-Threshold M&E and are specified in the Memorandum of Understanding (MoU) between MCC and OVP include:

- Serve as point of contact for M&E issues related to the Threshold after Program closure on March 31, 2021.
- Before Program closure on March 31, 2021, collaborate closely with the MCCU to develop a Post-Program M&E Plan. Review and revise the Post-Program M&E Plan as necessary after Program closure.
- Align post-Program M&E tasks into the overall set-up for national M&E management, including monitoring databases, reporting systems, and any other data sources and systems used for the national M&E function;

- Liaise with Implementing Entities to collect required annual performance data and related documentation for the Regulatory Reform Project, the Water Sector Reform Project, and the Electricity Sector Reform Project and ensure that it is submitted on time and to appropriate standards of quality, and that they are receiving adequate support to perform their M&E functions;
- Directly participate in the monitoring of individual Program components through site visits, review of project reports and primary data, and review of secondary data as described in the Post-Program M&E Plan;
- Participate in and/or oversee the work of data quality reviewers, assess data quality review results and serve as primary point of contact to implement any recommended changes or corrections, and conduct intermittent data quality checks to provide additional data quality oversight as described in the Post-Program M&E Plan.
- Conduct synthesis of monitoring and other data to assess Program effectiveness and whether objectives were met;
- Conduct technical reviews (and coordinate same by other relevant Government agencies) of all evaluation and survey deliverables, and key project performance deliverables;
- Facilitate input on evaluation deliverables, and provide official Government responses on evaluations final reports;
- Facilitate in-country evaluation activities (e.g., writing letters informing Sierra Leonean stakeholders of upcoming data collection activities and, where relevant, encouraging cooperation) and in-country dissemination of evaluation findings;
- Coordinate in-country evaluation results dissemination activities including but not limited to stakeholder workshops and individual meetings;
- Identify opportunities to apply the learning from evaluations to future program design and implementation; and,
- Liaise with Ministry of Finance, EWRC, EGTC, EDSA, GVWC and other Government public outreach staff to incorporate Program results and monitoring data and information into external communication products and to ensure that performance results are communicated to the public (this includes dissemination of evaluation results and facilitation of related in-country presentations and posting reports and public-use data on the website designated by the Office of the Vice President.
- Review and revise the Post Threshold M&E Plan as necessary.

#### *Responsibilities for MCC*

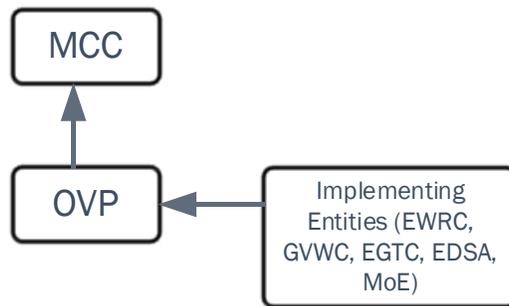
- Contract and manage independent evaluators and data collectors whose activities extend into the post-Threshold period;
- Facilitate evaluator review and consideration of Sierra Leonean stakeholder input into the evaluations; and
- Provide guidance and training to the country when need arises

## **6.2. Documents Management**

MCCU hired an archiving consultant who is providing archiving services for all documents that have been generated during the implementation of Threshold Program, including M&E documents. The PoC at OVP will have access to these archived documents in case references are needed for the past implementation and/or evaluation documents

### 6.3. Reporting/Data flow

The PoC in the Office of the Vice President will be responsible for collecting data from the implementing entities. It is the responsibility of the OVP to submit the data and updates through the ASR and Post Threshold ITT to MCC.



## 7. M&E BUDGET

The GoSL-funded component of the budget for post-Threshold M&E activities is yet to be developed but will consist of funding for the dissemination of evaluation findings via presentations and other modalities through which Threshold Program results will be reported (e.g., brochures) as well as any data quality reviews that GoSL decides to undertake.

MCC will pay for all Threshold-related independent evaluations and related data collection activities that fall into the post-Threshold period.

Sierra Leone Electricity Sector Reform Project  
Annex I: Indicator Documentation Table

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
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	<ol style="list-style-type: none"> <li>1. Due Diligence consultants will provide baseline.</li> <li>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. MCCC investments are aiming to regularize this. (This was prior to the MOU between EGTC and EDSA, when EDSA payed EGTC using a pass-through method)</li> <li>3. Policy reforms are needed to bring down costs and increase the tariffs.</li> <li>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.</li> <li>5. Revenue billed/collected is a bulk amount; disaggregate the revenue billed proportionately to the energy supplied from the power stations that service Freetown.</li> <li>6. Disaggregation's were removed because Kingtom and Blackhall are now only used on an emergency basis.</li> </ol>
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	Annually	<ol style="list-style-type: none"> <li>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)</li> <li>2. Takes the entire network into consideration</li> </ol>
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.
MOE Planning Unit created and equipped			Outcome	Ministry of Energy Planning unit maintained	Percentage of staff specified in the organogram who are in their position	Percentage	Level	None	Quarterly Planning Report; Annual energy Sector Plan.	Financial Director or Commercial Director	Annually	Fully staffing the Planning Unit reflects th Ministry's commitment to sustaining the support provided by the Threshold to pay for staff consultants.
Financial viability of electricity sector improved				Operating cost recovery ratio of EDSA	Total revenue collected / Total operating cost. Total operating cost is defined as operating expenses plus depreciation.	Percentage	Level	None	EDSA Financial Management Report	Director of Energy or the Head of Planning Unit	Annually	



**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
<b>Sector Roadmap and Coordination Activity</b>												
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.
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	Aquarating indicators look at the number of customers on an annual basis; this indicator is based on number of customers on a quarterly basis. The quarterly number of customers is based on the number of customers in the last month in the quarter.
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.	Date	Date	None	ASI Task 3.6: Community Water Service Charter	WSRP Director	Once	
<b>DMA and Standpipe Demonstration Activity</b>												
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.
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	Annual	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	Annual	Tracked only within the DMA.

**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
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	Annual	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).
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	Annual	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	Annual	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	Annual	While some kiosks may sell other items, only earnings from the sale of water is included.
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	Annual	
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	Annual	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.

**Sierra Leone Water Sector Reform 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		
<b>Sector Roadmap and Coordination Activity</b>													
<b>GVWC Institutional Strengthening Activity</b>													
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-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-22		Output	Community Water Services Department management plan developed	Number	Level				1	1	1	1	
<b>DMA and Standpipe Demonstration Activity</b>													
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	

Sierra Leone Water Sector Reform Project  
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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-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-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	

Sierra Leone Water Sector Reform 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		
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							

Sierra Leone Water Sector Reform 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		
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.
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.
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-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							

Sierra Leone Water Sector Reform 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		
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- 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							

Sierra Leone Water Sector Reform 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		
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							

Sierra Leone Regulatory Strengthening Project  
Annex I: Indicator Documentation Table

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
<b>Operational Support and Capacity Building Activity</b>											
<b>ELECTRICITY INDICATORS</b>											
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 at EWRC	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 = 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 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	
<b>Tariff Process and Performance Monitoring Activity</b>											
<b>ELECTRICITY INDICATORS</b>											
RSP-15		Outcome	Updated tariff level approved	Updated tariff level approved by EWRC	Date	Date	None	Consultant Report	EWRC	Once	EWRC is Economic Regulator; Updated tariff level for EDSA
<b>WATER INDICATORS</b>											
RSP-23		Outcome	Updated tariff level for water approved	Updated tariff level approved by EWRC	Date	Date	None	Consultant Report	EWRC	Once	EWRC is Economic Regulator

**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		
<b>Operational Support and Capacity Building Activity</b>													
<b>ELECTRICITY INDICATORS</b>													
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	
<b>Tariff Process and Performance Monitoring Activity</b>													
<b>ELECTRICITY INDICATORS</b>													
RSP-15		Outcome	Updated tariff level approved	Date	Date			31-Dec-17				31-Dec-17	
<b>WATER INDICATORS</b>													
RSP-23		Outcome	Updated tariff level for water approved	Date	Date			31-Dec-17				31-Dec-17	