

GOVERNMENT OF SIERRA LEONE
MINISTRY OF PLANNING AND ECONOMIC DEVELOPMENT



FRAGILITY ASSESSMENT REPORT
2019

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1.0 INTRODUCTION

Countries in conflict or emerging from conflict have increased over the years, with dire economic, social, political and security implications for their citizens. Fragility Assessments have been conducted to guide and influence paths of building resilience through a broader perspective not only on the drivers of fragility but also the ability of states to adjust to and recover from shocks.

During the third High-Level Forum on Aid Effectiveness, in Accra in September 2008, member states agreed that the Paris Declaration on Aid Effectiveness proved ineffective for fragile states, and there was therefore a need to revisit the process. As a demonstration of this commitment, Fragile States and development partners established the International Dialogue on Peacebuilding and State building (IDPS) in the same year

In 2011, the New Deal for Engagement in the Fragile States was adopted at the Fourth High-Level Forum on Aid Effectiveness in Busan, South Korea. A key tool of the New Deal is the Fragility Assessment based on 5 Peacebuilding and State building Goals (PSGs)

to determine a country's level of fragility. The PSGs serve as a foundation to assess measurable progress towards development. Additionally, the Fragility Assessment uses a Fragility Spectrum against which various aspects of development tied to the 5 PSGs are plotted on a scale of 1 (more fragile) to 5 (less fragile). Sierra Leone, as one of the founding members, became chair of the g7+ and co-chair of the IDPS since 2014.

Since the inception of the Fragility Assessment, Sierra Leone has conducted three assessments; in 2012, 2016 and 2019, built around the five-peacebuilding and state-building goals:

PSG1: Legitimate Politics - Foster inclusive political settlement and conflict resolution

PSG2: Security - Establish and strengthen people's security

PSG3: Justice - Address injustice and increase people's access to justice

PSG4: Economic Foundation - Generate employment and improve livelihoods

PSG5: Revenue and Services - Manage revenue and build capacity for accountable and fair service delivery.

In 2012, Sierra Leone conducted its first fragility assessment as a fragile state, following eleven years of brutal armed conflict. Successive reviews conducted since 2012 present measures and areas of focus for development assistance aimed at strengthening institutional capacity for an overall transition from fragility to resilience.

Within the last twenty years, Sierra Leone's development trajectory has been challenged

by a series of shocks and natural disasters including the eleven-year civil conflict (1991-2001); –the twin shocks of the Ebola epidemic and collapse in ore prices (2014-2015); and the mudslides in August 2017 each with its debilitating effect on the economy. These developments emphasized the need to strengthen state capacity to prevent and manage shocks and natural disasters as well as diversify the economy.

1.1 Context

Sierra Leone conducted another Fragility Assessment in 2019 following the 2016 assessment. The assessment was timely as preparations for the completion of the Medium-term National Development Plan (MTNDP) were underway and findings from the assessment fed into the plan. Additionally, this was the first assessment conducted under the new administration, which was in opposition during the inception of the process. It is however, important to note that this did not affect the significance or credibility of the process, most importantly the findings.

Consequently, the 2019 Fragility Assessment delved into issues of politics, economics, as well as national cohesion that are quite topical within the national discourse. The assessment/ consultation period spanned from March to April 2019.

The findings and recommendations of the Fragility Assessment largely reflect those of The implementation of the roadmap will be part and parcel of the overall implementation

the Sierra Leone Truth and Reconciliation Commission Report 2004, which, amongst others, identified that the marginalisation of women and youths from politics breeds discontent and resulted to unequal distribution of resources. Corruption and injustice created a breeding ground for the level of mayhem that characterised the eleven - year civil conflict. The more recent communiqué from the Bintumani 3 conference, similarly, identified breaches of the Constitution and the lack of access to speedy and fair justice; highlighting the fact that diversity management and national cohesion are necessary for inclusive and sustainable national development, and for consolidating and deepening our democratic gains as a nation. The inadequate inclusion of women, children, youth, and persons with disabilities pervades across all spheres of governance.

of the Mid-term National Development Plan (2019-2023). However, given that Sierra

Leone, as other g7+ countries, finds itself in a particular situation of vulnerability as a post-conflict state, it is crucial to bring strategic attention to the specific underlying drivers of fragility to chart the path towards resilience. To maximize the chances of Sierra Leone exiting fragility and to accelerate the achievement of the MTNDP and the 2030 Agenda, it is critical to address the specific challenges identified in the Fragility

Assessment. The exit framework will be fully aligned with the MTNDP, the 2030 Agenda, the Sustainable Development Goals (SDGs), and the New Deal Peace- and State-building Goals.

1.2 Objectives of the 2019 Fragility Assessment

The objectives of the Sierra Leone 2019 Fragility Assessment are as follows:

- i. Update the 2016 Fragility Assessment to determine the progress or the lack of it in terms of fragility and resilience at the regional/district levels.
- ii. Generate qualitative and quantitative data regarding Sierra Leone's Fragility that will enhance policy making for the implementation and monitoring of the SDGs.
- iii. Facilitate an open and inclusive dialogue among Sierra Leoneans on peace, security, justice, and development issues.
- iv. Identify the causes, features, and drivers of fragility and conflict as well as the potential sources of resilience within the country.

1.3 Overall Assessment Results

The overall assessment results suggest that the Republic of Sierra Leone has made progress on almost all the five PSGs. All five PSGs have reached the Transformation stage on the Fragility Spectrum, with reform efforts most pronounced in the security sector. Challenges include sustainable internal

political settlements, the transformation of the security sector, reform of justice institutions, the creation of diversified economic foundations, and strengthened capacity for accountable and equitable service delivery.

2. METHODOLOGY

The data collection tool used was Town Hall styled meetings, held in the five administrative divisions of Sierra Leone, namely Port Loko hosting Port Loko, Karene and Kambia for the North West; Makeni hosting Bombali Tonkolili, Koinadugu and Falaba in the North; Bo hosting Bo, Moyamba, Pujehun and Bonthe for the South; and Kenema hosting Kenema, Kono and Kailahun for the East. The assessment was conducted in Freetown for the Western area from March to April 2019. Each session comprised 100-120 participants. Following a general presentation, the participants were

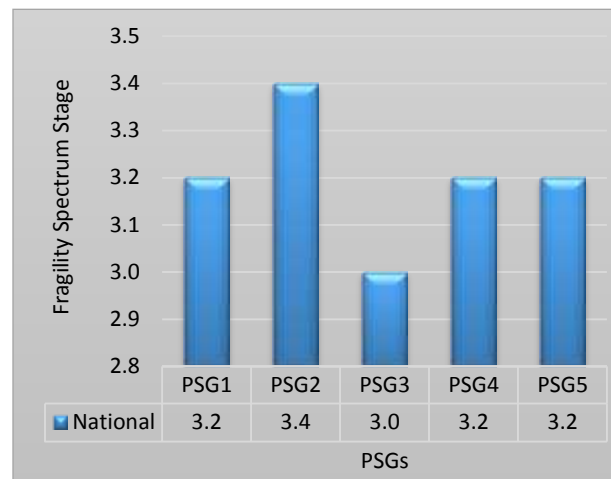
divided into five groups based on the five PSGs. The initial task required the groups to discuss and respond to questions relating to the status of the PSGs in the regions. The next task required the groups to discuss the sub-dimensions in each PSG objective.

The validation of the assessment, which was conducted in November 2019 comprised participants from Ministries, Departments and Agencies (MDAs), civil society organisations and development partners. Following the discussions scores are assigned to each of the PSGs

3.0 ASSESSMENT FINDINGS

Findings were collated from stakeholders across the country through town hall consultative meetings. Figure 1 presents collated scores following the assessment conducted with representatives from various sectors across the country. **PSG 1 (Inclusive Politics), PSG 4(Economic Foundations), PSG 5(Revenue and services) with a score each of 3.2** exhibit a progression on the fragility spectrum. The score for **PSG 2-(Security) – improved to 3.4 from 3.1 in the previous assessment.** Participants and the informant groups held the view that though challenges continue to exist, yet several strategic actions initiated during 2016 to 2019, if sustained, will build, and strengthen public confidence in the

Figure 1: PSG scores for 2019 fragility assessment



security sector. **PSG 3(Justice), though recorded an improved score of 3.0 from 2.26, remains** a cause for concern as participants expressed concern over the independence of the judiciary and non-assignment of magistrates in some districts.

3.1 Inclusive Politics

At the validation meeting, participants maintained the overall score of 3.2 the same score as in 2016. Participants agreed that there exists a more open discussion around the inclusion of women, youths, and persons with development. These commitments needed the requisite legal framework and implementation to obtain results. There was strong emphasis for the inclusion of women in the governance processes and at the

decision-making level. This should be expanded to include providing women with the opportunity to contest as a paramount chief especially in the northern part of the country. The group's recommendation was for the Council of Paramount Chiefs to meet and discuss to seek options bearing in mind the customs and tradition associated with chieftaincy in the northern part of the country.

3.2 Security

The trust level in the security sector improved significantly indicated by the increase in the score from 3.1 in 2016 to 3.4 in 2019. Reform measures taken within the security sector contribute to the progress made. These reforms include gender sensitivity in the recruitment of officers; external exposure of the military and the police serving in peacekeeping missions. It also includes the expansion of their deployment to previously sparsely deployed areas, especially in the rural areas. The assessment largely centred around the activities of the police and the military and areas of concern regarding the safety and security of citizens. Participants strongly recommended conducting separate analysis

for the police and the military in future assessments. However, concerns remain with the widely reported cases of sexual violence and continued disputes between cattle herders and farmers that are yet to receive the required attention of the security forces. Adequate steps are yet to be taken to address the challenge through dispute resolution mechanisms including in byelaws to guide the interaction of the two groups. During the validation process, the score of 3.4 for the security sector was maintained, though calls for the provision of adequate logistics for security personnel in the border towns and outside urban areas were emphasized.

3.3 Justice

The sector recorded an improvement in its score from 2.6 in the 2016 assessment to 3.0 in 2019 mainly because of the ongoing justice

forums and the establishment of a legal aid board that has addressed numerous cases, especially those incarcerated for petty

crimes. It also includes conducting prison courts, establishing special courts for sexual offenses and corruption-related matters. Assigning resident magistrates to most districts is seen as a progressive step. However, despite these achievements concerns remain around the need to assign

magistrates to the remaining districts: Moyamba and the newly created districts of Karene and Falaba, which are without the required state institutions to function as the other districts. Participants emphasized that the judiciary, an arbiter, is expected to exhibit a higher level of independence.

3.4 Economic Foundations

The score for Economic Foundations improved from 2.8 in both 2012 and 2016 to 3.2 in 2019. This raises significant concerns around the economy including closure of mining companies that existed during the previous assessment in 2016, and the consequent loss of jobs.

The establishment of the Forestry Commission; support for Small and Medium Enterprises (SME) rehabilitation of feeder roads that provides access for farmers to market their products and strengthened procedures for public procurement are positive measures that will stabilize and strengthen the economy.

Despite these positive strides, there is a call for a reduction of the bank lending rates to encourage increased private sector investment in various sectors including agriculture, tourism, marine to create increased job opportunities. Poor Infrastructure, weak institutions, and human resource capacity in Falaba and Karene, the newly established districts remain a challenge. Control on deforestation and the need for increased tree planting/replacement trees across the country stands a priority in addressing the effects of climate change in the country.

3.5 Revenue and Service

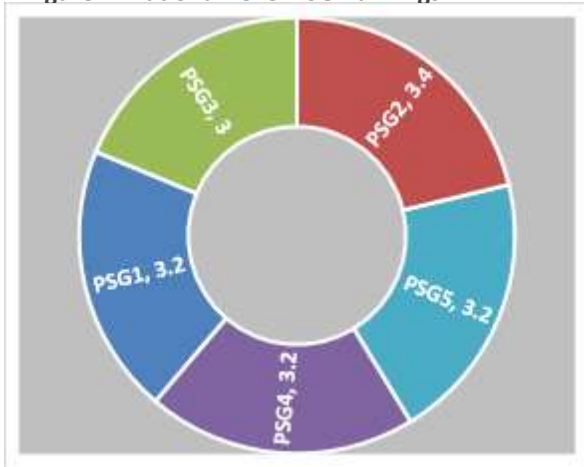
This sector remains a challenge, though, with an improved score of 3.2 from the previous 2.9 in 2016. Domestic revenue collection has improved in recent years from 12.3 percent of GDP in 2017 to 14.6 percent of GDP in 2019 due to several revenue-enhancing measures implemented by Government. These include, among others, the

introduction of the Treasury Single Account (TSA); rationalization of duty and tax waivers and strengthening the capacity of the National Revenue Authority (NRA) to effectively administer taxes.

4. ANALYSIS OF THE FINDINGS

According to Fig.2, for the 2019 Fragility Assessment, average ranking across the five PSGs is

Figure 2. National Level PSG Rankings



3.2. This is slightly above the 2016 Fragility Assessment score of 3.0. Unlike the 2016 assessment, which ranked PSG 1 Inclusive politics with the highest score and greatest progress, the 2019 assessment ranked security highest, with a ranking of 3.4. Inclusive Politics dropped from a score of 3.4 in 2016 to 3.2 in 2019. Several skirmishes and disagreements between the two lading political parties following the 2018 Presidential and Parliamentary elections contributed to the reduction in the scores. Although PSG 3 (Justice) has the lowest score

(3.0), there has been progress in access to justice notably the work of the Legal Aid Board. The ranking of 3.0 is an improvement from the 2016 Fragility Assessment ranking of 2.6.

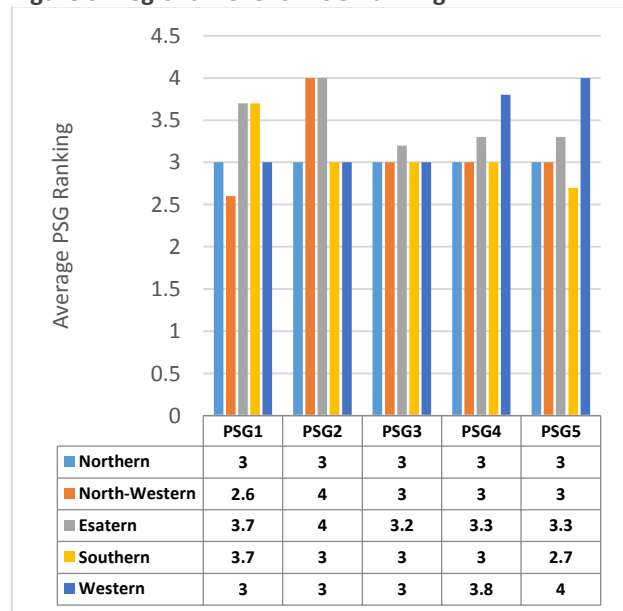
4.1 Regional Analysis

The data in Fig.3 gives a regional dimension to the results obtained in the 2019 assessment. As fig.6 indicates, although the national average ranking for PSG1 is 3.2, the North-Western region awarded a score of 2.6. The Southern and Eastern regions have made the most progress in PSG1 (Inclusive Politics) with a score of 3.7, followed by the North and Western regions with a score of 3.0 each.

With regards to PSG2 (Security) the North-Western and Eastern regions have made the most progress with a ranking of 4.0 for each district.

PSG3 (Justice) is awarded a score of 3.0 by all regions except the Eastern Region, which

Figure 3. Regional Level of PSG Ranking



awarded a score of 3.2. The allocation of resident magistrates to some of the districts contributes significantly to this positive change.

PSG4 (Economic foundations) being ranked highest in the Western Region with a score of 3.8, followed by the Eastern Region 3.3. The Western Area ranked PSG 5 (Revenue and

Services) with the highest score of 4.0, followed by the eastern region with a score of 3.3.

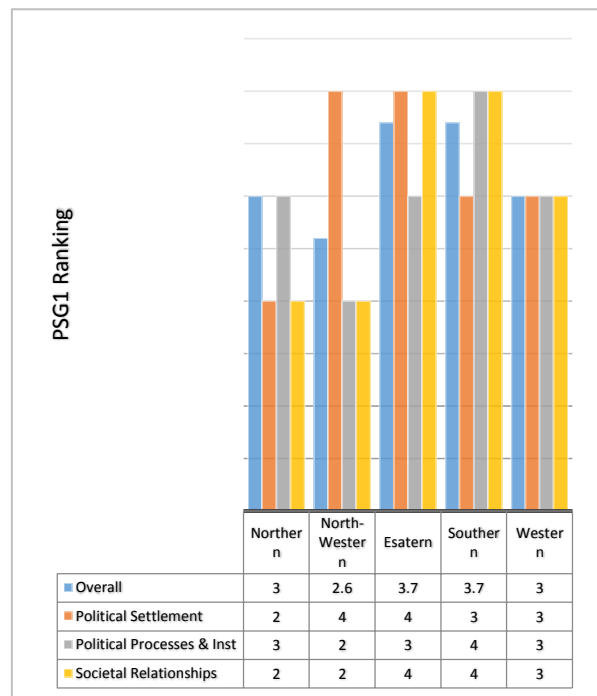
4.1.1 Inclusive Politics

Based on the findings, from the various assessments as shown in Fig 4, Politics is gradually becoming inclusive evidenced by the inclusion of youth, women and people living with disabilities in governance. Participants in the Eastern, Southern and Northern Regions held this view although some participants in the Western Area expressed concern that Politics is now less inclusive especially after general elections. They expressed the need for a more inclusive governance system. The strategic role of the Political Party Registration Commission (PPRC) as the lead organisation to coordinate and mediate among the various political parties was acknowledged.

There is also an increased involvement of CSOs in awareness-raising and civic education. The continued campaign for the minimum 30% quota of women in politics, though yet to be legislated was also noted by participants. There is also inter-party dialogue and inter-party representation in Parliament and District Councils. Increasingly, CSOs and NGOs are making efforts to bring political parties together to address their differences and agree on peaceful resolution of their concerns.

Compared to the 2016 assessment, there is little change in the rankings of the Western Area with an average score of 3.0 in all the dimensions of inclusive politics, which are political settlement, political processes and institutions, and societal relationships. The

Figure 4. Comparative Regional ranking of PSG1



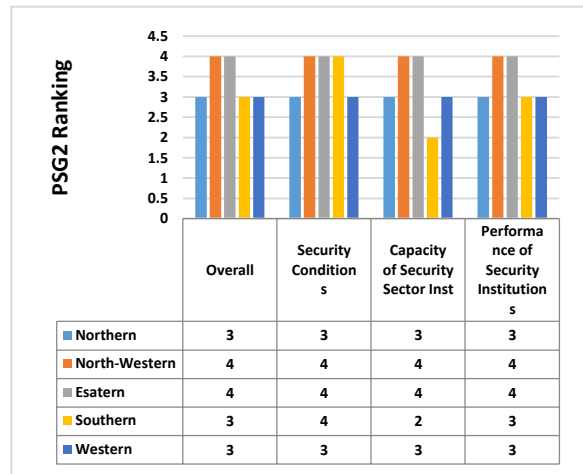
North and North-Western regions with overall score of 3.0 and 2.6, respectively, reflect the Rebuild and Reform stage in societal relationships and political processes and institutions. However, the Eastern and Southern regions with an average ranking of 3.7 on PSG1 indicates some progress compared to the 2016 assessment with a score of 3.4.

4.1.2 Security

As shown in Fig.5, the 2019 Fragility Assessment indicates that Sierra Leone increasingly has the requisite security apparatus to protect its citizens. There is a security (police) presence in all districts, headquarter towns and significant towns in the country. There has been much improvement in terms of respect for human rights, professionalism by security personnel, integrity, and collaboration among security sector institutions towards the achievement of a safe and secure environment, respecting the views of all individuals. However, these gains in the urban areas are challenged with no deployments or sparsely deployed personnel in border areas and most chiefdoms and villages. This is coupled with inadequate facilities for a more professional approach to their work. The performance of the security institutions is rated as average with the military seen to be more professional than the police.

All regions visited reported incidents of night robbery/burglary, rape, land grabbing, drug abuse, increase in clique gangs, secret society related threats, reports of missing persons (ritual murders and related cases), porous borders and inadequate border security personnel (Immigration, Customs, Sierra Leone Police (SLP), Republic of Sierra Leone Armed Forces (RSLAF), and The Office of National Security (ONS). Continued reports of conflict between cattle herders and crop farmers in cattle rearing areas spanning over several years. The inability of security services to respond to disaster events, youth

Figure 5. Comparative regional ranking of PSG2



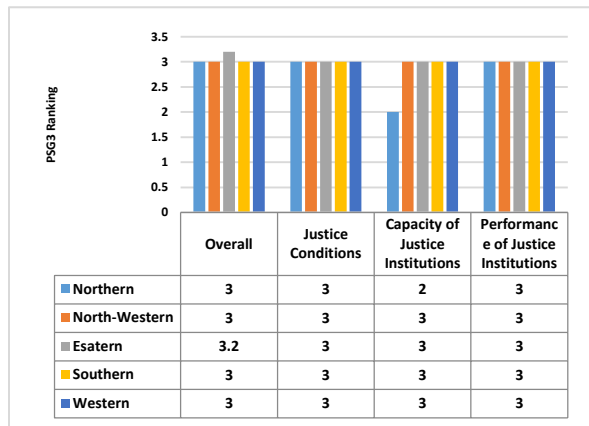
unemployment, and non-functioning remand was also noted.

Regarding the rankings of the various dimensions of PSG2 Security, Fig.5 illustrates that the various dimensions of PSG2 at the national level are on average 3.0, which indicates the Transition stage. This score is the same for the 2016 Fragility Assessment. However, the North-Western and Eastern regions ranked security with a score of 4.0, which indicates the transformation stage. The North-Western and Eastern regions have made the most progress in terms of the capacity of security sector institutions and the performance of these institutions. The North-Western and Eastern regions ranked the performance of the security sector highest with a score of 4.0 compared to 3.0 by the other regions. The same regions ranked the capacity of and conditions of the security sector with a score of 4.0 each. The north and Western regions ranked all dimensions of the security sector with a score of 3.0.

4.1.3 Justice

As shown in Fig.6, access to justice and confidence in the justice system has seen some improvement since the 2016 Fragility Assessment. This reflects several actions

Figure 6 Comparative regional ranking of PSG3



taken to address the gaps in the sector. This includes the assignment of resident magistrates and judges in most district headquarter towns. The establishment of the Legal Aid Board has led to awareness-raising, advocacy, mediation, and intervention of the Justice process especially for those who cannot afford the services of lawyers.

With increased confidence often comes an increase in reporting of cases, and so there have been an increased number of

complaints sent to the Legal Aid Board over the years. If this trend is sustained and other areas within the sector improves, the ratings for the next assessment are expected to present a more favorable score. Key among the gaps are the reported delays in presenting charges by Director of Public Prosecution’s Office (DPP), distance to access police stations and medical care by victims of abuse, logistical support for the police to serve witness, logistical support to victims of abuses, interference by local authorities, and a heavy workload on magistrates and judges thereby causing delay in passing judgment.

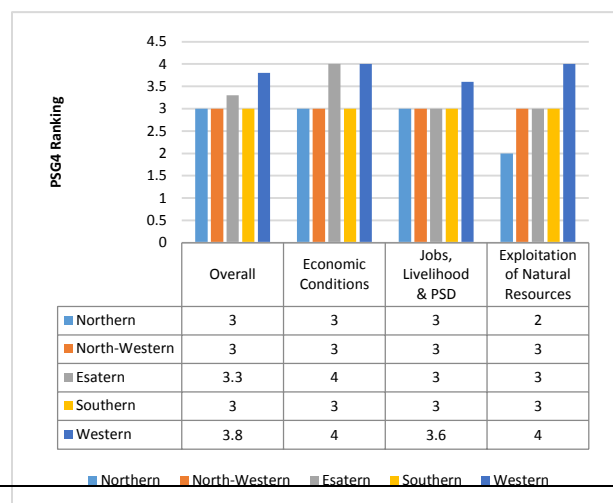
Finally, the integrity and independence of the judiciary was noted as being compromised by political interference and limited supply of much-needed logistical support.

The Western, North-Western, Eastern and Southern regions ranked all dimensions of Justice with a score of 3.0. the Northern region ranked the capacity of justice institutions with a score of 2 compared to 3 by all other regions.

4.1.4 Economic Foundations

Except the Western Area Urban, all regions visited listed agriculture as their main source of livelihood though most farmers are still engaged in slash-and-burn agriculture leading to environmental degradation and deforestation. There is also high exploitation of natural resources with adverse attendant

Figure 7. Comparative Regional Rankings of PSG 4



environmental consequences. Farmers explained that the Land Tenure system is not in their favour as their land could not be used as collateral to access much-needed finance from banks.

The agricultural sector is challenged with poor conditions of feeder roads limiting access to markets for most farmers. Although the trunk roads leading to most districts are well maintained, most of the inner districts/chiefdom roads in the country are in bad shape.

In general, for the urban areas, though mainly Freetown, petty trading, fishing, hospitality, transportation including bike riding, logistics are the mainstay of economic activities and employment.

Jobs are critical for the economy to flourish, although the salaries of Civil Servants are generally low compared to the few private-sector jobs. Consequently, in recent years, the mining sector has been the main source of employment especially for the rural youth. The closure of the Tonkolili Mines and the

Marampa mines resulted in the loss of employment as well as the closure of businesses that were providing services and goods to the mining companies.

However, there is generally a lack of transparency in the mineral sector.

Participants complained about the extremely high taxes and high-interest rates on bank loans imposed on private sector businesses.

Electricity generation and distribution remains a challenge, except in the Western Area, Makeni, Bo, Kenema. There is no

supply of electricity in the other district headquarter towns and other major towns. This serves as a disincentive to both foreign and domestic investors.

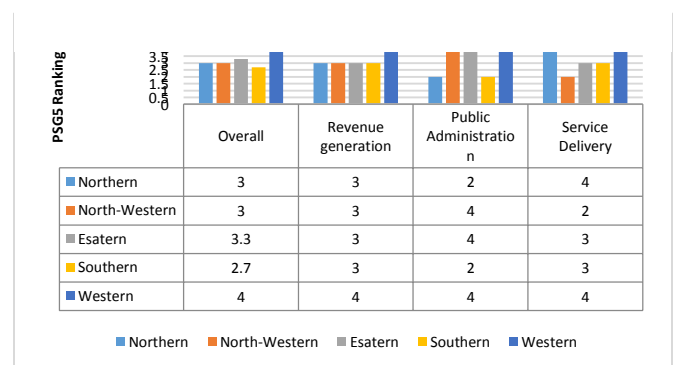
To strengthen the resilience of the economy to shocks, several reforms and strategic actions are needed. Top among these is the urgent need to diversify the economy improved management of foreign exchange resources and building the requisite skills for the labour market.

4.1.5 Revenue and Services

The main sources of domestic revenue are generally taxes levied on public and private sector workers, profits of businesses, goods and services imported into the country and consumed and non-taxes revenues including royalties on minerals exported, fishing licenses, fuel taxes and other fees and levies. At the local level, revenue sources include property taxes, business licenses, surface rent, and market dues,

The revenue generated from taxation in the mining sector has decreased due to the fall in iron ore prices and the cessation of

Figure 8. Comparative Regional Ranking of PSG 5



largescale iron ore mining in the north/north-west.

There have been improvements in tax compliance due to enhanced enforcement of tax laws and continuous sensitisation and awareness raising by the National Revenue Agency (NRA). The adoption and enforcement of tax policies, laws, and regulations, such as the Treasury Single Account and the controls on duty waivers, have resulted in increased revenue generation.

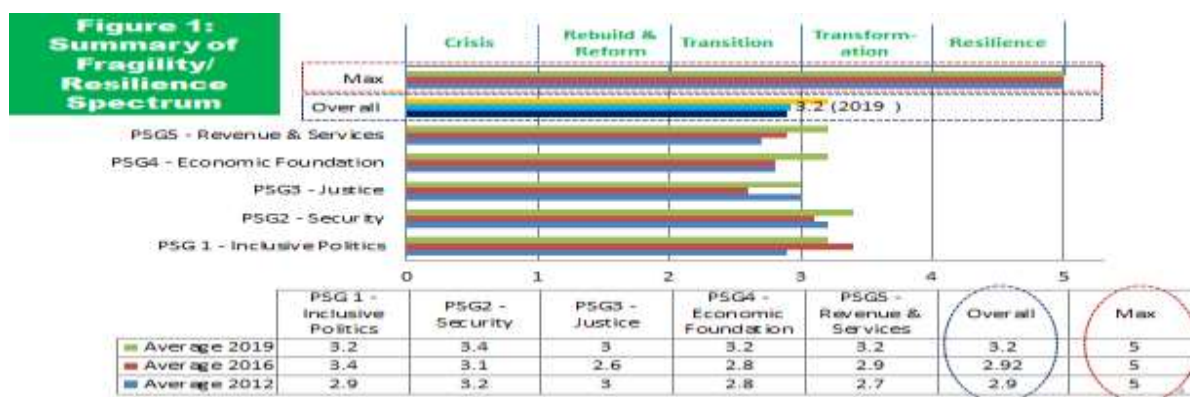
Despite the successes in increasing tax revenue in recent years, service delivery

especially outside Freetown remains weak. This may be attributed to weak policies and poor planning as well as inadequate human resource capacity at the local level.

Bonthe District in the South, Kailahun in the East, Falaba in the North and Karene in the North-West are the most deprived districts in terms of basic services and infrastructure such as roads, electricity, water, Information, Communication and Technology (ICT) and health facilities.

5.0 FRAGILITY RESILIENCE SPECTRUM

Figure 9.



13 workshops across the country with representation from state and non-state participation, free and open dialogue focused on understanding the perception of Sierra Leoneans as to the state of fragility and resilience in their districts and nationwide. Each PSG score positioned the country on the fragility spectrum. PSG 1-5

scores illustrate a positive trajectory of Sierra Leone walking out of fragility with each PSG within the transition and transformation state. of the overall score of **3.2** in 2019 is an improvement from the score of **2.92** in 2016.

6.0 RECOMMENDATIONS

PSG	Recommendations
PSG 1 Inclusive Politics	Politics needs to be more inclusive with the participation of more women, youths, and persons with disability. For political settlement, the governance space must be inclusive of members of other political parties and citizens at the decision- making level.
PSG 2 Security	To sustain and improve on current gains there must be stronger signs of commitment through motivation of workers through promotion, remuneration, incentives, and provision of adequate logistics especially for officers on assignment in remote and difficult terrains.
PSG 3 Justice	All district headquarter towns must have both resident magistrates and judges to ensure speedy trials and adjudication of matters. Secure tenure and adequate resources are needed to guarantee the independence of the judiciary. As a result of the great impact of the Legal Aid Board, its services should be expanded across the country
PSG 4 Economic Foundations	<p>Infrastructural development, water supply, rural electricity, good communication network and roads are the prerequisite for improved economic activity and diversification. Opportunities exist within agriculture, fishing, and mining through the addition of secondary processing. If tapped into, this secondary processing would create opportunities for more jobs through the expansion of the private sector.</p> <p>The government should develop investor friendly policies to create room for more investment by both foreign and domestic investors.</p>
PSG 5 Revenue and Services	<p>Automation of tax collection systems is needed to limit human contact and potential for corruption in revenue collection. The government must diversify sources of revenue.</p> <p>The government must strengthen policies and introduce reforms that positively affect the ordinary citizen: improving their quality of life through access to basic health care, education, transportation, energy and water.</p>

7.0 ASSESSMENT CONCLUSIONS

In comparison with previous assessments, there has been some improvements in the trajectory of the PSGs. Efforts to strengthen the weak areas identified in the assessment will contribute significantly to enabling the country walk out of fragility to a resilient phase. The justice sector stands out as a sector in need of targeted reforms. Access to justice beyond the urban areas to the rural communities should and must be enhanced. Independence of the judiciary stands as a prerequisite for increased public confidence and for justice to be seen to be administered. Though inclusive politics has also shown some progress, yet there are continued concerns regarding the increased representation of women, youths, and persons with disabilities at both the appointive and elective decision-making positions. Political settlement is easily achievable with opening space for all players to have access to resources (jobs both at the private and public level). The security sector showed an exciting mix of increased trust and confidence in the military compared to the police, and participants requested separate assessments rather than merging the two units. A more decentralized structure is needed supported by the necessary logistics and incentives relative to the terrain and areas of operations: border areas, riverine, and hard to reach deployment areas.

Economic foundations can be strengthened with tax regimes that yield the resources required to build state capacity to deliver services to the people. These include the

flagship Free Quality Education Programme and the availability of basic services and infrastructure, that create the enabling environment for both domestic and foreign investment for sustainable economic growth and job creation.

8.0 RESULTS FRAMEWORK

Tier 1-presents Baseline for all indicators through which the targets for each corresponding year will be assessed.

Table 2: Results Framework (presenting baseline for all indicators through which the targets for each corresponding year will be assessed)

PSG	PSG Dimension	Indicator	Baseline	Data Source	Target 2020	Target 2021	Target 2023	MTNDP	FA
Inclusive Politics	Political Settlement	% of women elected as MPs	12%	NEC & SSL	30%	30%	30%	Cluster 5, vol 2, Pg 355	PSG 1
		% of women elected as councilors	18.90%	NEC & SSL	30%	30%	30%	Cluster 5, Vol 2, pg 355	PSG 1
		% of youths elected as MPs	8%	NEC & SSL	10%	10%	15%		PSG 1
		% of youths elected as councilors	5%	NEC & SSL	10%	10%	15%		PSG 1
		% of PWD elected as MPs	1%	NEC & SSL	5%	5%	10%	Cluster 5, Vol 2, pg 371	PSG 1
	% of PWD elected as councilors	1%	NEC & SSL	1%	1%	1%		PSG 1	
	Political processes and Institutions	# of incidents of political intimidation and violence during the electioneering process	28	PPRC	23	20	15	Cluster 4, Vol 2, pg 317	PSG 1
Security	Security Conditions	% of chiefdoms with police presence	100%	SLP	65%	75%	95%		PSG 2
		% Reduction in incidents of rape and sexual violence	2866	FSU	15%	15%	15%	Cluster 5, Vol 2, Pg 359	PSG 2
		% increase in people that feel safe	68%	SLP	15%	15%	20%		PSG 2
	Capacity/Accountability	% of women at the decision-making level in the security sector	20%	SLP	30%	30%	30%	Cluster 5, Vol2, Pg 360	PSG 2
Justice	Justice conditions	% of victims who reported crime to authorities	30%	SLP	60%	65%	70%		PSG 2
		# of incarcerated persons without trial	TBD	Legal Aid	50%	35%	30%		PSG 2
	Performance and Responsiveness of	% of districts with a resident judge	25%	Judiciary	50%	75%	90%	Cluster 4, Vol 2, pg	PSG 3

	the Justice Sector						333		
		% of districts with a resident magistrate	69%	Judiciary	81%	94%	100%	Cluster 4, Vol 2, Pg 333	PSG 3
	Jobs, Livelihoods and private sector development	% reduction in Unemployment rate (ILO measurement)	3.4%	ILO & MLSS	2%	3%	5%	Cluster 6, Vol 2, pg 195	PSG 4
		# of vulnerable people receiving cash transfers from GoSL	113078	NACSA	15%	20%	25%		PSG 4
		# of registered private businesses in Sierra Leone	7400	Cooperate affairs commission	40%	50%	55%	Cluster 3, vol 2, Pg 315	PSG 4
		% reduction in youths and young graduates that are unemployed	70%	ILO & MLSS	30%	40%	50%	Cluster 3, Vol 2, PG 194	PSG 4
		% increase in women employment rate (ILO measurement)	3.7	ILO & MLSS	1.5%	2%	2.3%		PSG 4
Revenue to GDP Ratio	14.30%	MoF	16%	18%	20%				
Economic conditions	Economic Conditions	Reduction in Inflation	3.7%	MoF	5%	6%	7%		PSG 4
	Revenue and Services	Service Delivery	Customs average clearance time	3days	Customs	2days	1day	1day	
% increase in secondary schools in rural areas			620	MEST	15%	20%	25%	Cluster 1, Vol 2, pg 234	PSG 5
% increase in health facilities at the Chiefdom level (community health posts)			378	MOHS	15%	15%	20%	Cluster 1, vol 2, pg 243	PSG 5
% population with access to sanitation facilities			41.80%	MOHS	80%	90%	95%	Cluster 1	PSG 5
% of the population with access to adequate primary health care services			95.70%	MOHS	97%	98%	100%	Cluster 1	PSG 5
Corruption perception index (Transparency International)			33	TI & ACC	50	65	75	Cluster 4, vol 2 Pg 320	PSG 5

Tier 2. The baseline for these indicators cannot be determined or confirmed at this material time but they contribute significantly to Sierra Leone walking out of fragility

Results Framework

PSG	PSG Dimension	Indicator	Baseline	Target 2020	Target 2021	Target 2023
Inclusive Politics		% of PWD elected as councilors	TBD	30%	30%	30%
		Perception of representation (and its effectiveness) in government	TBD	85%	98%	100%
	Political processes and Institutions	Participation in elections and political processes	TBD	N/A	N/A	98%
		# of incidents of political intimidation and violence during the electioneering process	TBD	N/A	N/A	15
		Level of satisfaction with the quality of the election process	TBD	N/A	N/A	90%
	Societal relationships	# of intra-group disputes that produce violence	TBD	2	3	5
		# of inter-community dispute that produces violence	TBD	10	8	6
		Reduction of intra political party disputes	TBD	10%	5%	5%
		Reduction of Existing community tension	TBD	6%	5%	5%
		Reduction of Land Disputes	TBD	5%	3%	3%
Security	Security Conditions	Violent deaths per 100,000 population	TBD	5%	4%	3%
			40%	50%	55%	95%
		# of chiefdoms with structures and required equipment for security	35%	55%	75%	55%
		Level of confidence in police	30%	50%	70%	90%
		Level of confidence in military	76%	82%	90%	98%
		% Increase correctional center personnel	2370	25%	15%	12%
	Capacity/Account ability	Sufficiency of police officer salaries	TBD	30%	35%	35%
		Sufficiency of military officer salaries	TBD	30%	35%	35%
		Fairness and effectiveness of security sector recruitment practices of female officers	>20%	30%	30%	30%
		Presence of police and state security across the Country	55%	60%	70%	70%
		The capacity of security personnel to respond to various levels of threats	TBD	70%	80%	80%
		Level of Compliance of environmental regulations and Standard	TBD	80%	90%	90%
		Reduction in Environmental Disaster	TBD	25%	20%	20%

		Reduction in deforestation	TBD	20%	15%	10%
		Increase in afforestation	TBD	5%	7%	10%
		Increase in pollution control measure	TBD	30%	40%	45%
	Performance and Responsiveness	The capacity of security personnel to respond to various levels of threats	TBD	70%	80%	90%
Justice	Justice conditions	% trust in customary justice system	30%	60%	75%	80%
		% trust in formal justice system	10%	40%	45%	50%
		% of victims who reported crime to authorities	30%	60%	65%	70%
		The proximity of formal and customary justice institutions to the public	10%	60%	75%	80%
	Capacity/Account ability	Prison population in pre-trial detention past the legal limitation	80%	50%	35%	30%
		% change of police files / cases accepted by prosecutorial agency	75%	40%	20%	20%
		The proximity of formal and customary justice institutions to the public	10%	40%	50%	50%
		Proportion of persons on remand without indictment	TBD	5%	3%	1%
	Performance and Responsiveness of the Justice Sector	Percentage of judges who are appointed for fixed terms that provide a guaranteed tenure	TBD	85%	100%	100%
		Population with the awareness of legal and human rights	30%	50%	70%	70%
		% of correctional centers with appropriate means of transportation for suspects/convicts	10%	30%	50%	50%
		% of districts with a resident judge	10%	30%	60%	60%
		% of districts with a resident magistrate	80%	85%	90%	90%
Economic Foundations	Economic Conditions	% of the population with access to the useable transport network	56%	70%	85%	90%
		% of the population with access to the useable communication network	TBD	70%	75%	85%
		% of the population with access to clean and safe water supply	59.60%	68%	72%	76%
		% of the population with access to useable energy	21%	27%	32%	38%
		% of the population with access to a serviceable transport network	TBD	40%	60%	70%
		% of the population with access to a serviceable communication network	TBD	60%	80%	90%
		% of the population with access to serviceable energy		16%	18%	20%
		% of the population with affordable transport, communication, clean and safe water and energy facilities	TBD	30%	35%	40%
	Jobs, Livelihoods and private sector development	% of labour force underemployed	TBD	20%	15%	10%
		% of the labour force unemployed	TBD	50%	35%	30%
		% of the labour force employed	TBD	20%	35%	70%

		# of vulnerable groups (households, PWD and aged) receiving cash transfers from GoSL	TBD	5000	6000	6000	
		% of jobs created by the private sector	TBD	40%	50%	55%	
		# of labour laws reviewed	TBD	40%	60%	75%	
		% of employers that complied to trade and labour laws	TBD	20%	35%	55%	
		% change in food prices over the last three months	TBD	5%	10%	15%	
		The proportion of youths and young graduates that are employed	TBD	30%	40%	50%	
		The proportion of women that are employed	TBD	10%	15%	17%	
		% of Sierra Leoneans that have access to financing to start a business	TBD	20%	25%	35%	
		Corruption perception index (Transparency International)	TBD	60%	50%	45%	
		% of traders who comply with trade and business laws	TBD	60%	70%	80%	
	Revenue and Services		Tax to GDP Ratio	14.30%	16%	18%	20%
		Customs average clearance time	3days	2days	1day	1day	
Service Delivery			% of the school population with access to clean and safe water in schools	74.30%	80%	90%	95%
			% of the population with access to clean and safe water and health facilities	65.20%	70%	80%	85%
			% of the school population with access to sanitation facilities in schools	41.80%	80%	90%	95%
			% of the population with access to sanitation in health facilities	95.70%	97%	98%	100%

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