UNITED NATIONS
SIERRA LEONE

UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK

UNSDCF 2025-2030

SUPPORTING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT AND NATIONAL DEVELOPMENT PRIORITIES

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JOINT STATEMENT

It is with great pleasure and a shared sense of purpose that, the Government of Sierra Leone and the United Nations Country Team, present the United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2025-2030. As a longstanding and trusted partner of the Government and the people of Sierra Leone over many decades, the United Nations is thankful to the Government of Sierra Leone for the joint collaborative effort that has resulted in the new UNSDCF that is aligned with the development priorities of the Government of Sierra Leone. Being the single most important document for the United Nations Development System in seeking to support the Government of Sierra Leone, this UNSDCF represents not only a roadmap for our collaborative efforts over the next six years but also a testament to our unwavering commitment to the people of Sierra Leone and their aspirations for a more prosperous, peaceful, and sustainable future.

The UNSDCF 2025-2030 is the result of extensive consultations and joint analyses, bringing together the expertise and resources from the Government of Sierra Leone, civil society organizations, private sector, local councils, development partners and the United Nations system. It aligns seamlessly with Sierra Leone's national development priorities as outlined in the Medium-Term National Development Plan and reflects our collective dedication to achieving the Sustainable Development Goals (SDGs) by 2030. This Cooperation Framework comes at a critical juncture in Sierra Leone's development journey when the country is grappling with challenges posed by global shocks. As we build upon the progress made in recent years, we recognize the persistent challenges that lie ahead, including high incidence of poverty, weak healthcare systems, challenges in improving education quality, gender inequality, and vulnerability to climate change. The COVID-19 pandemic has further underscored the need for robust, agile, and inclusive development strategies.

Being the main tool for realizing UN reform at the national level, through this UNSDCF, we commit to a partnership that goes beyond traditional development assistance. We envision a dynamic collaboration that leverages innovation, embraces local knowledge, and catalyzes transformative change across all sectors of Sierra Leonean society. Our joint efforts will focus on:

1. **Food Systems, Natural Resource Management and Climate Change**
2. **Human Capital, Essential Services and Employment**
3. **Governance and Economic Transformation**

We recognize that achieving these ambitious goals requires not only the commitment of the Government and the UN but also the active participation of civil society, the private sector, development partners, and most importantly, the people of Sierra Leone. This Cooperation Framework therefore emphasizes partnerships, local ownership, and capacity building as key principles guiding our work.

As we embark on this journey together, we reaffirm our shared vision of a Sierra Leone where every citizen has the opportunity to reach their full potential, where peace and prosperity are sustained, and where no one is left behind. We are confident that through our collective efforts and the spirit of collaboration contained in this UNSDCF, we will make significant strides towards realizing this vision.

> ***We extend our gratitude to all those who have contributed to the development of this Cooperation Framework and call upon all stakeholders to join us in its implementation. Together, we can build a brighter future for Sierra Leone.***

Government of Sierra Leone

Ms. Kenyeh Barlay
Minister of Planning & Economic Development
Republic of Sierra Leone

United Nations

Seraphine Wakana
United Nations Resident Coordinator
Republic of Sierra Leone

COMMITMENT AND SIGNATURES

We the undersigned, commit to work together in pursuing the strategic priorities laid out in the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2025-2030, towards achieving the 2030 Agenda. In line with the Medium-Term National Development Plan, our ultimate objective is to collectively improve the quality of life of all people living in Sierra Leone.

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EXECUTIVE SUMMARY

CONTEXT

Following a devastating civil war that ended in 2002, Sierra Leone has made remarkable strides in rebuilding its institutions, economy, and social fabric. Despite facing significant challenges, including the 2014-2016 Ebola outbreak and the 2020-2021 COVID-19, Sierra Leone has consistently demonstrated a commitment to progress and development. The country has implemented reforms across various sectors, from governance to education, healthcare, and the economy. However, despite these efforts, the country continues to grapple with numerous challenges across socio-economic[1], environmental[2], governance[3], and institutional spheres. These broad issues have resulted in slow economic growth, limited access to essential services, food insecurity, and increased vulnerability to climate change effects. The country is also faced with challenges in governance structures, fragile democratic institutions, and pervasive gender inequality.

Sierra Leone is a member of the Mano River Union (Sierra Leone, Liberia, Guinea and Cote d'Voire), with an estimated GDP of $78 Billion but characterized by insufficient economic diversification, industrial underdevelopment, unemployment, and multidimensional poverty.

The United Nations Country Team (UNCT), in collaboration with the government and partners, has developed the United National Sustainable Development Cooperation Framework (UNSDCF) to support the realization of national priorities as well as advance the Sustainable Development Goals (SDGs). This Cooperation Framework provides a comprehensive overview of the country's development priorities, highlighting both progress towards the SDGs and persistent gaps and challenges. Importantly, it offers specific insights into the groups and individuals who are at risk of being left behind or have already been marginalized in the development process.

THE UNSDCF DESIGN PROCESS

The UNSDCF is carefully designed to address key challenges while aligning with the government's priorities as outlined in the Medium-Term National Development Plan (MTNDP) 2024-2030. It further aims to accelerate the implementation of the Sustainable Development Goals through the six transitions[4]. The design process was highly inclusive and participatory, involving consultations at both national and regional[5] levels. The UNCT engaged a diverse cross-section of stakeholders, including local authorities and councils, Civil Society Organizations (CSOs), Organizations of Persons with Disability (OPDs), the private sector, and representatives from women and youth groups. During these consultations, stakeholders highlighted several development issues, in the economic, social, environmental and governance spheres that were consolidated to inform the prioritization process.

UNSDCF VISIONING AND PRIORITIZATION

Following these consultations, a high-level visioning and prioritization exercise was conducted, during which development challenges identified in the consultations were synthesized into broad sectors, forming the foundation of the framework's strategic approach. Three key areas of focus were selected including (i) Agricultural, Energy, and Environment; (ii) Social; and (iii) Governance and Economic development. To gain a deeper understanding of these issues, a root cause analysis was conducted using the problem tree approach. This method helped identify the immediate, underlying, and structural causes of the development challenges. Following a two-day workshop involving UN and various stakeholders, three key priority areas emerged. These areas were collectively determined to be the most relevant for UN intervention during the UNSDCF period, taking into account the UN's comparative advantage. The joint identification of these priority areas ensures alignment with national priorities, draws lessons from the previous UNSDCF and leverages the UN's capacity for maximum impact. Three priority areas were identified and these include:

- **Pillar 1:** Food Systems, Natural Resource Management and Climate Change
- **Pillar 2:** Human Capital, Essential Services and Employment
- **Pillar 3:** Governance and Economic Transformation

[1] https://data.worldbank.org/indicator/EG.ELC.ACCS.RU.ZS?locations=SL

[2] Weak implementation of environmental protection laws, corruption, lack of inter-sectoral coordination, and gaps in expertise and capacity have hindered progress, making Sierra Leone one of the most climate-vulnerable countries in the world

[3] BTI 2022 Sierra Leone Country Report: BTI 2022 (bti-project.org)

[4] https://unsdg.un.org/resources/six-transitions-investment-pathways-deliver-sdgs

[5] Consultations were conducted in Makeni, Bo, & Freetown

THEORY OF CHANGE (TOC)

The UNSDCF TOC was developed through a participatory process with the objective to illustrate the pathways of change for how the UN interventions in the priority areas, which are aligned with the MTNDP, will contribute to sustainable development in Sierra Leone. The TOC provides a clear and coherent roadmap outlining the change pathways for achieving the UNSDCF objectives, including the assumptions and risks. The interlinkages between the outcomes and the outputs were clearly defined taking into account specific assumptions for each results area. The ultimate goal is to strengthen the economic, social and environmental dimensions of sustainable development in Sierra Leone, with the emphasis on vulnerable populations.

This UNSDCF is built upon guiding principles that lie at the core of the 2030 Agenda for Sustainable Development. Central to these principles is a human rights-based approach, with particular emphasis on inclusion and the commitment to 'leave no one behind.' This is complemented by a strong focus on gender equality and women's empowerment. Furthermore, the mutually reinforcing principles of resilience, accountability and sustainability have been woven into each priority area.

The following key enabler factors were identified as crucial for delivery of national development priorities and societal progress: (i) system transformation, (ii) SDG financing, (iii) infrastructure expansion, (iv) digital innovation, and (v) data generation. In addition, cross-cutting themes integral to an inclusive and prosperous society are addressed, including youth empowerment, women and girls' empowerment, disability inclusion, serving hard-to-reach communities, and adapting to climate change. Finally, the six transitions for accelerating the SDGs are holistically integrated in the Cooperation Framework to ensure that it does not only supports national priorities, but also used as a vehicle to advance key global frameworks.

PARTNERSHIP

To ensure successful implementation of the UNSDCF, the UN in Sierra Leone is committed to strengthening partnership with both national, regional and international stakeholders. At national level, under the leadership of the Government of Sierra Leone, the UN intends to work hand-in-hand with private sector, decentralized government structures, civil society, and local communities towards the achievement of the UNSDCF objectives. At the regional and international levels, the UN will work in synergy with development partners, international financial institutions and regional bodies to leverage on respective comparative advantages. In particular, the UN will support Sierra Leone by leveraging its global network of development expertise and draw continuously on this pool to capitalize on the exchange of development best practices through North-South, South-South and Triangular Cooperation mechanisms with a special focus on regional and sub-regional collaboration.

To ensure effective and efficient collaboration among development partners in Sierra Leone, a focus consultation session was organized and resulted in a clear mapping of partner areas of interest and potential areas of synergy. The UN will also continue its active engagement in the Development Partnership Committee (DEPAC) that is co-chaired by the UN Resident Coordinator, the World Bank Representative and the Minister of Planning and Economic Development with the aim to foster policy dialogue, coordinate and improve coherence of donor support and enhance effectiveness, impact and sustainability of development efforts in alignment with national priorities and strategies.

It is within this framework that the UN in Sierra Leone intends to support the government priorities in the MTNDP as well as advance the attainment of the SDGs through the following outcomes and interagency outputs:

PILLAR 1: FOOD SYSTEMS, NATURAL RESOURCE MANAGEMENT AND CLIMATE CHANGE

Outcome 1: *People in Sierra Leone, especially the most vulnerable, are food and nutrition secure, benefit from effective natural resource management, are resilient to the effects of climate change, and equipped to prevent and respond to disasters.*

Under this first outcome, the UN will support agricultural production and productivity as well as availability and accessibility of diverse, safe, and nutritious food, especially for the most vulnerable population, and with particular attention to gender empowerment in the agricultural sector. In the event of severe climate risks, the UN will support integrated adaptation and mitigation measures, including strengthening disaster risk governance as well as sustainable management of natural resources.

This will be achieved through the following three inter-agency outputs:

- **Output 1.1:** Farmers, fisherfolks, and nature-based SMEs adopt sustainable practices and standards and benefit from increased access to technology, finance, information, and facilities for improved income, livelihoods, and production of diverse, safe and nutritious food.
- **Output 1.2:** Government and community stakeholders ensure development and enforcement of laws and policies, monitoring, and management systems, to effectively manage waste and protect natural resources and valuable ecosystems.
- **Output 1.3:** Gender-responsive prevention, preparedness, early warning, and response systems mitigate the impact of environmental, climate change and other disasters, especially in coastal communities and informal settlements.

PILLAR 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT

Outcome 2: *People in Sierra Leone, particularly most vulnerable groups in rural and hard-to-reach areas, have equitable access to quality, gender-responsive essential and social protection services and decent job opportunities.*

The focus of the second pillar is on strengthening the human capital base of the country, including the provision of quality health services as well as quality education and market-driven skills to provide gainful employment, especially for women and youth population, Persons with Disabilities (PWDs) and other vulnerable populations, that will contribute to the advancement of their human rights. Special emphasis will be placed on the provision of quality, gender responsive and inclusive essential and social protection services, including the provision of digital solutions and infrastructure, with the emphasis on Leaving No One Behind (LNOB).

To that end, the three following inter-agency outputs were defined:

- **Output 2.1:** People, especially most vulnerable groups, have increased access to, and use of, quality essential and social protection services which are participatory, gender-responsive and inclusive, including during emergencies.
- **Output 2.2:** People, especially women and youth, have improved labor market-driven skills and increased financial inclusion for equitable and decent employment and business development opportunities.
- **Output 2.3:** People, especially in rural and hard-to-reach areas, have access to inclusive, gender-responsive data, digital solutions, technology, clean energy, and other infrastructure.

PILLAR 3: GOVERNANCE AND ECONOMIC TRANSFORMATION

Outcome 3: *People in Sierra Leone enjoy transparent and accountable governance systems and economic transformation that guarantee peace, rights, and social cohesion, particularly among youth, women, marginalized and vulnerable groups.*

The third and last pillar of intervention will be directed towards institutional strengthening and promoting an inclusive governance system for effective service delivery. Emphasis will be made to improve overall transparency and accountability in governance processes as well as promote rule of law, access to justice and human rights, especially for marginalized and vulnerable groups. In addition, efforts will be placed on improving economic diversification, by promoting the design and implementation of policies and strategies that create enabling conditions to harness the opportunities in the green, blue, and digital economy and promote economic transformation.

This is translated into the below three inter-agency outputs:

- **Output 3.1:** People, especially marginalized and vulnerable groups in hard-to-reach communities, benefit from coordinated and effective implementation of policies and strategies enabling social cohesion and economic transformation.
- **Output 3.2:** National and sub-national governance institutions have improved coordination mechanisms, transparent processes, efficient resource management, and evidence-based decision making for effective, gender-responsive service delivery.
- **Output 3.3:** Democratic institutions at all levels are strengthened to be inclusive, accountable, transparent, gender-responsive and rights compliant for enhanced rule of law, equity, and peaceful coexistence.

UNSDCF IMPLEMENTATION PLAN

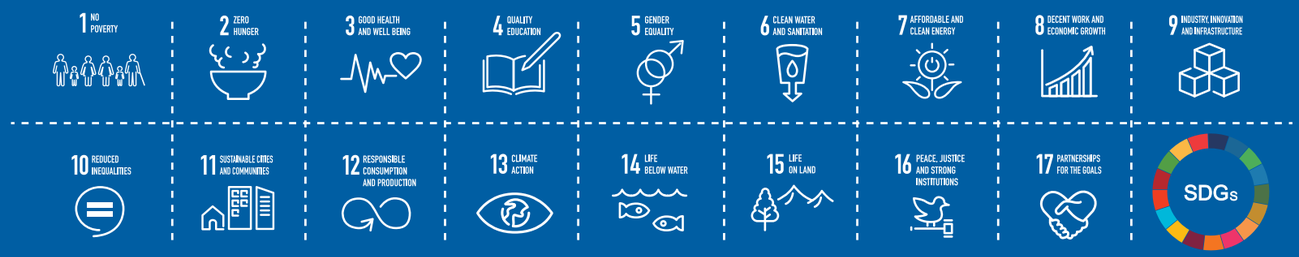
An effective and impactful UNSDCF implementation requires a strong and coordinated implementation governance mechanism. A Joint National-UN Steering Committee will serve as the highest coordination and oversight body for the implementation of the Cooperation Framework. The committee will be co-chaired by the UN Resident Coordinator and a high-level government representative at a Ministerial level, ensuring strong national ownership and government leadership. It will also comprise Civil Society Organizations (CSOs), Development Partners, and private sector.

At the UN level, the UN Resident Coordinator will provide overall leadership and strategic guidance to the UN Country Team (UNCT) in driving the implementation of the Cooperation Framework. To enhance internal coordination and accountability, the UNCT will establish Results Groups (RGs) aligned with the Cooperation Framework's pillars.

These Results Groups will be responsible for developing budgeted Joint Work Plans (JWPs), monitoring progress, and reporting on key deliverables and results to the UNCT and the Joint Steering Committee. A Programme Management Team (PMT) composed of the co-chairs of the RGs and chaired by a head of agency will be established to provide quality assurance on the work of the Results Groups and provide advisory support to the UNCT and the Joint Steering Committee. A detailed and robust Results framework has been developed in this document (See Annex 1), and will serve as the cornerstone for monitoring and evaluating the implementation of the UNSDCF. A final independent evaluation will be conducted in the penultimate year (2029).

LIST OF ACRONYMS

AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
ANC	Anti-Natal Care
ARVs	Anti-Retro-Virals
AU	African Union
BCA	Basic Cooperation Agreement
BOS	Business Operation Strategy
BSL	Bank of Sierra Leone
BTI	Bertelsmann Transformation Index
CCA	Common Country Analysis
CPI	Corruption perception Index
CPI	Consumer Price Index
CPIA	Country Policy and Institutional Assessment
CRVS	Civil Registration and Vital Statistics
CSA	Climate Smart Agriculture
CSOs	Civil Society Organizations
DCO	Development Coordination Office
DEPAC	Development Partnership Committee
DHS	Demographic and Health Survey
DIEM	Data in Emergencies Monitoring Household Survey
DRR	Disaster Risk Reduction
ECF	Extended Credit Facility
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
EMIS	Education Management Information System
EU	European Union
FAO	Food & Agriculture Organization
FCC	Freetown City Council
FIES	Food Insecurity Experience Scale
FGM	Female Genital Mutilation
FP	Family Planning
GAVI	Global Alliance for Vaccines and Immunization
GBV	Gender-Based Violence
GBVIMS	Gender Based Violence Information Management System
GDP	Gross Domestic Product
GEF	Global Environmental Funding
GEWE	Gender Equality and Women Empowerment
GHG	Green House Gases
GoSL	Government of Sierra Leone
GRM	Grievance Redress Mechanism
HDI	Human Development Index
HIV	Humano Immunodefficiency Virus
HMIS	Health Management Information System
HRBA	Human Rights Based Approach
IFAD	International Funds for Agriculture Development
IFIs	International Financial Institutions
IGME	Inter-agency Group on child Mortality Estimation
IIAG	Mo Ibrahim Index of African Governance
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization on Migration
IsDB	Islamic Development Bank
ITC	International Trade Centre
IUU	Illegal, Unreported and Unregulated
JWPs	Joint Work Plans
LDCs	Least Developed Countries
LNOB	Leave No One Behind
MBSSE	Ministry of Basic and Secondary School Education
MEL	Monitoring, Evaluation and Learning
MICS	Multiple Indicator Cluster Survey
MLGCA	Ministry of Local Government and Community Affairs
MMR	Maternal and Mortality Rate
MoCTI	Ministry of Communications, Technology and Innovation
MoF	Ministry of Finance
MoH	Ministry of Health
MoICE	Ministry of Information and Civic Education
MoJ	Ministry of Justice
MOPED	Ministry of Planning and Economic Development
MoTI	Ministry of Trade and Industry
MPAPA	Ministry of Public Administration and Political Affairs
MRU	Mano River Union
MTNDP	Medium-Term National Development Plan
MTRS	Medium-Term Revenue Strategy
MSMEs	Micro, Small and Medium Enterprises
NaMED	National Monitoring and Evaluation Agency
NAP	National Adaptation Plan
NCD	Non-Communicable Diseases
NCRA	National Civil Registration Authority
NDC	Nationally Determined Contribution
NEET	Not in Education, Employment or Training
NHSSP	National Health Sector Strategic Plan
NSS	National Statistical System
ODPs	Organizations of Persons with Disabilities
OHCHR	Office of the United Nations High Commissioner for Human Rights
OMT	Operations Management Team
OPD	Organization of Persons with Disability
OVP	Office of the Vice President
PLHIV	People Living with HIV
PMT	Programme Management Team
PNC	Post-Natal Care
PSG	Peer Support Group
PWD	Persons With Disability
RCO	Resident Coordinator's Office
RGs	Result Groups
RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SMEs	Small and Medium Enterprises
SMEDA-SL	Small and Medium Enterprises Development Agency – Sierra Leone
SRH	Sexual Reproductive Health
STEM	Science, Technology, Engineering and Mathematics
TOC	Theory of Change
TVET	Technical, Vocational Education and Training
TWGs	Thematic Working Groups
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development (TBD)
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNINFO	United Nations Information portal
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRCO	United Nations Resident Coordinator Office
UNSDCF	United Nations Sustainable Development Corporation Framework
UNV	United Nations Volunteer
UNWOMEN	United Nations Entity for Gender Equality and Empowerment of Women
UPR	Universal Periodic Review
USA	United States of America
VIOs	Volunteer Involving Organisations
WARDC	Western Area Rural District Council
WASH	Water, Sanitation, and Hygiene
WFP	World Food Programme
WHO	World Health Organization
YTT	Youth Thematic Team



CHAPTER 1

COUNTRY CONTEXT

Sierra Leone, a West African nation of 8.8 million people, has emerged from the shadows of a devastating 11-year civil war that ended in 2002 and multiple health emergencies of Ebola and COVID-19. Despite these shocks, the country remains determined to rebuild and improve the lives of its citizens. The country's progress is evident in its Human Development Index (HDI) value, which has improved by an impressive 67% from 0.304 in 1990 to 0.458 in 2022[6].

SOCIO-ECONOMIC CONTEXT

Sierra Leone, a West African nation of 8.8 million people, has emerged from the shadows of a devastating 11-year civil war that ended in 2002 and multiple health emergencies (Ebola and COVID-19). Despite these shocks, the country remains determined to rebuild and improve the lives of its citizens. The country's progress is evident in its Human Development Index (HDI) value, which has improved by an impressive 67 percent from 0.304 in 1990 to 0.458 in 2022[6].

This remarkable growth reflects Sierra Leone's strides in key dimensions of human development. Life expectancy has risen dramatically - a child born today is expected to live to 60 years, compared to just 44 years in 1990. Education has also expanded, with children starting school today expected to receive 9 years of education, a significant increase from the average of 4 years among older generations. Persons with disabilities (PWDs) are entitled to free public health care at all levels of service in Sierra Leone. Sierra Leone's youthful population – with a median age of 19 years - represents a tremendous opportunity for the country to reap long-term economic growth through simultaneous investments in education, health and youth empowerment.

However, Sierra Leone's progress has not been evenly distributed. Even though, the Human Development Index (HDI) was 0.458 in 2022, when adjusted for inequality, the said HDI fell sharply by 40 percent to 0.277 in the 2022 HDI report, revealing stark disparities. Gender inequalities are particularly pronounced, with women's HDI value at 0.432, compared to 0.488 for men[7]. Women and girls face barriers in accessing healthcare, education, and economic opportunities, and are underrepresented in political decision-making. However, with the enactment of the GEWE Act 2022 and the proportional representation in 2023, ordinary women representation in parliament rose to 30.4 percent in 2023 from 12.3 percent in 2018[8]. 49 percent male pupils and 51 percent female pupils enrolled in schools in Sierra Leone[9]. Despite the significant achievements in PWDs inclusion, the effectiveness of these efforts is often hindered by accessibility issues, such as the lack of disability-friendly public buildings and services, as well as the scarcity of essential drugs covered under the free health care program. Additionally, the quality of health services varies, further limiting the benefits of this initiative for PWDs. While there are some examples of PWDs holding positions in national government, parliament, and local councils, their representation in social leadership roles remains rare. The government should initiate more efforts to promote the inclusion of PWDs in these roles, drawing inspiration from positive role models and inclusive practices.

While the road ahead is long, with over half of the population still living in multidimensional poverty, the country has proven its capacity for progress. By building on its achievements, Sierra Leone can accelerate human development and create a future where every citizen can thrive.

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[6] Human Development Report 2023/24

[7] ibid

[8] Electoral Commission of Sierra Leone Report 2023

[9] Sierra Leone Annual School Census report, 2022

By investing in health, education, agriculture, and gender equality, the country can harness the potential of its young people to drive inclusive growth. Targeted policies and programs are needed to extend the reach of essential services, create jobs, and empower women and girls.

Sierra Leone's economy has experienced modest growth in recent years, with a 3.6 percent GDP growth rate in 2022, slightly lower than the 4.1 percent post-pandemic rebound in 2021[10]. The economy was however, projected to grow by 2.7 percent in 2023, down from 3.6 percent in 2022 and 4.1 percent in 2021[11]. The projected lower growth was due to the anticipated impact of the multiple supply-side shocks, uncertainties in mining output, and the spillover effects of the COVID-19 pandemic and geopolitical conflicts such as the Russia-Ukraine war. However, projections made by the International Monetary Fund (IMF) in October 2023 indicates that the country's GDP will grow by 4.7 percent in 2024[12]. The recovery in 2024 is expected to be supported by an expansion in mining and agriculture.

The fiscal deficit for 2024 is estimated to narrow down to 2.8 percent from estimated 5.8 percent in 2023 and 10.5 percent in 2022. Revenue performance in Sierra Leone lags other countries in the region.

The newly published Medium-Term Revenue Strategy (MTRS) for 2023-2027[13] presents a comprehensive set of tax policy and revenue administration measures that could increase tax revenues to 19 percent of GDP by 2027.

Reducing the overall deficit from 10.5 percent of GDP in 2022 to 5.8 percent of GDP in 2023 and around 2 percent of GDP over the medium-term, will require continued steadfast expenditure restraint[14]. Expenditure management strategies were mostly tied to shifting 2023 spending to the 2024 budget. This included freezing domestically financed capital expenditure in Q4 of 2023 to contain overruns on it at 0.3 percent of GDP[15].

The mining sector, particularly iron ore and diamonds has been the primary driver of this growth, accounting for around 70 percent of export revenues.

The country's heavy reliance on extractive industries has left its economy vulnerable to external shocks and commodity price fluctuations, as evidenced by the disruption caused by the war in Ukraine in 2022. In addition, Sierra Leone's vulnerability has increased due to inflation driven by global shocks and policy missteps. In 2022, inflation averaged 27 percent, and the currency (Leone) depreciated by over 40 percent against major currencies. In 2023, inflation hit a record high of 54.59 percent in October[16], and the Leone fell another 15 percent. Although inflation slowed to 35.84 percent in May 2024[17], the country struggles with price stability in the medium-term.

[10] World Bank , Macro poverty outlook, Oct 2023

[11] BSL, Recent Macro economic Development in Sierra Leone, Sept 2023

[12] International Monetary Fund, Regional Economic Outlook Sub-Saharan Africa, Washington, D.C., October 2023, p. 18.

[13] IMF Staff report 2023

[14] https://mof.gov.sl/wp-content/uploads/2023/10/SIERRA-LEONE-MTRS-2023-2027-06-10-23.pdf

[15] IMF Staff report 2023

[16] StatsSL December 2023 CPI Press Release

[17] StatsSL May 2024 Press Release

The economy currently operates under a narrow fiscal space[18] which has resulted to high risk of debt distress with the public debt stock-to-GDP ratio reaching 93 percent in 2022, up from 79 percent[19] in 2021, with exchange rate depreciation in 2022 being a key reason to this notable increase[20]. Debt service payments account for an average of 25 percent of domestic revenues. Large debt service payments combined with high inflation and exchange rate pressures on the budget have narrowed the policy choices and presented difficult policy trade-offs. High debt burden on country will crowd out social spending thereby negatively affecting support to the most vulnerable parts of the population. It is important that UN accelerate and redoubled its support to the Government and national institutions in delivering social protection to the most vulnerable (including women, children, youth, and people living with disabilities).

Despite obstacles, Sierra Leone improved its business environment, increasing manufacturing's GDP share from 2 percent in 2019 to 10 percent in 2023 and marginally improving its 'Doing Business' score[21] by 0.3 percentage point from 47.2 percent in 2019 to 47.5 percent in 2020. The improvement in doing business score was as a result of various policies and actions instituted by government, which included the revision of the national industrial and cooperative policies, the drafting of the special economic zone policy, the agribusiness policy and national trade policy and strategy, as well as the science, technology and innovation policy, which were developed and approved by cabinet. However, private sector growth is hindered by an unfavorable business environment, limited access to credit, and inadequate infrastructure. Energy sector remains one of the big obstacles to the development of the private sector in Sierra Leone. Indeed, only 27.5 percent of the overall population have access to electricity with only 4.9 percent in rural areas[22], well below the average of 47.6 percent for Sub-Saharan Africa.

Fiscal challenges have also impacted the private sector, with issues in paying domestic suppliers and reducing arrears[23]. The government aims to diversify the economy by supporting investments in new sectors with high economic productivity including agriculture, tourism, private sector, innovation, energy, manufacturing, and the blue economy. The government flagship programme on Food Security is a step in the right that could bolster productivity and enhance trade within the sub region. Trade and empowerment of the private sector is an important window that Sierra Leone should explore to trigger growth in the medium term. UN started an initiative to support Government to leverage on the African Continental Free Trade Area (AfCFTA) opportunities.

[18] Due to (i) the sharp depreciation of the leone (67.3 percent yoy depreciation at end-2022), and (ii) the high 2022 fiscal deficit, which led to substantial additional domestic borrowing, largely through 364-day T-bills (IMF, 2023)

[19] IMF eight review of the ECF 2023

[20] Sierra Leone Medium Term Debt Strategy 2023-2027

[21] World Bank doing business archive: Doing Business in Sierra Leone - World Bank Group

[22] https://data.worldbank.org/indicator/EG.ELC.ACCS.RU.ZS?locations=SL

[23] World Bank; Sierra Leone economic update, 2023

ENVIRONMENT

Sierra Leone, a country rich in natural resources, faces significant environmental challenges that threaten its sustainable development. In terms of forest area, Sierra Leone has 35.12 percent of forest area remaining (estimated to be 25,348.8 sq km[24] out of 72,180 sq km)[25] and 54.7 percent of agricultural land (estimated to be 39,490 sq km). Weak implementation of environmental protection laws, corruption, lack of inter-sectoral coordination, and gaps in expertise and capacity have hindered efforts in environmental protection[26]. Illegal mining and logging activities threaten the country's forest cover, while unsustainable agricultural practices and urbanization have reduced agricultural productivity, worsened food insecurity, and contributed to environmental degradation. Population growth (2.2 percent annually) puts increased pressure on natural resources As wood and charcoal are increasingly been used as the dominant cooking fuel.

The coastal zone of Sierra Leone is highly vulnerable to the increased frequency and severity of coastal erosion, flooding and storm surges which severely impact social wellbeing (health), livelihood security and major economic sectors such as fishing, tourism, water resources and agriculture. Coastal communities are already experiencing considerable repercussions of these impacts, notably on their livelihoods with reduced fishing productivity, ecosystem degradation and low farming outputs.

Sierra Leone's coastline, home to critical marine habitats like mangrove forests, is also under threat from pollution, mining and coastal erosion. Overfishing and Illegal, Unreported, and Unregulated (IUU) fishing have significantly impacted fish stocks, and fishing is a key driver of mangrove deforestation.

To address these challenges, Sierra Leone must strengthen the implementation of environmental protection laws, promote sustainable land management practices, invest in alternative livelihoods for forest-dependent and coastal communities, reorient education to help nurture competences necessary to address climate change challenges and to protect the environment, and protect cultural heritage in all its forms. The government should also prioritize reforestation initiatives, reinforce the protection of protected areas, and promote alternative energy sources to reduce reliance on fuelwood. Sierra Leone must also continue to develop and implement climate change adaptation and mitigation strategies, such as the National Adaptation Plan (NAP) and the Nationally Determined Contribution (NDC) under the Paris Agreement. As highlighted in pillar five (Agricultural Technology (AgTech) and Climate Smart Agriculture (CSA) of the Feed Salone Strategy, the government should also endeavor to explore climate smart agriculture initiatives as a means to combat climate change impacts.

[24] FAO global forest resources assessment: FRA platform (fao.org)

[25] https://www.theglobaleconomy.com/rankings/forest_area_sq_km

[26] Sierra Leone Common Country Analysis, 2023

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GOVERNANCE AND POLITICAL LANDSCAPE

Sierra Leone has faced significant political and governance challenges, including extreme poverty, dysfunctional democratic institutions, an undiversified economy, corruption, and poor infrastructure, as noted by the 2022 Bertelsmann Transformation Index (BTI)[27]. Despite these challenges, the country has made progress in conducting relatively peaceful national elections and witnessing peaceful transitions of power between different political parties since the end of the civil war in 2002.

To fulfill the pledge made during the Universal Periodic Review (UPR) on Human Rights in May 2021, the Government of Sierra Leone launched its White Paper on the review of the 1991 Constitution, since In January 2022 but the actual review of the constitution is still in progress.

Sierra Leone's score on the Corruption Perception Index (CPI) improved from 34.0[28] in 2022 to 37.8 in 2023, indicating modest progress in governance and institutional performance[29]. Furthermore, the country has ratified important human rights treaties and strengthened its legal frameworks to align with international standards. These efforts include abolishing the death penalty, repealing the libel law in the 1965 Public Order Act, and enacting the Gender Equality and Women's Empowerment (GEWE) Act, mandating at least 30% female leadership. The 2021 government's decentralization policy aims to improve service delivery and increase citizen participation in local development[30].

To address the persistent challenges and promote good governance, Sierra Leone should prioritize strengthening democratic institutions, enhancing transparency and accountability, investing in governance structures and human capital, strengthening media and information literacy, and promoting gender equality. By focusing on these areas and working with international partners, Volunteer Involving Organizations (VIOs) and civil society, Sierra Leone can achieve a stable, prosperous, and inclusive society. Strengthening governance will improve macroeconomic policies, leading to economic transformation and better living standards for all Sierra Leoneans.

[27] BTI 2022 Sierra Leone Country Report: BTI 2022 (bti-project.org)

[28] Where 100 is the best score.

[29] Sierra Leone's Corruption Perceptions Index | 2023 | Economic Data | World Economics

[30] National Decentralization policy 2021

PROGRESS TOWARDS THE SDGS[31]

Sierra Leone's overall SDG Index Score[32] stands at 55.7 in 2023, ranking 137th out of 166 countries. Although this score is higher than the regional average of 53.0, the country must continue to focus its investments on the SDG accelerators.

The government of Sierra Leone has prioritized SDG4 (Quality Education) and SDG16 (Peace, Justice, and Strong Institutions) as accelerators for progress. As of 2023, Sierra Leone has shown varying levels of progress across the 17 SDGs (see also Table 1):

- Only two goals, SDG12 (Responsible Consumption and Production) and SDG17 (Partnerships for the Goals), are considered "on track" or maintaining achievement.
- Three goals, namely SDG1 (No Poverty), SDG8 (Decent Work and Economic Growth), and SDG13 (Climate Action), are showing moderate improvement.
- However, the majority of the goals, including SDG2 (Zero Hunger), SDG3 (Good Health and Well-being), SDG4 (Quality Education), SDG5 (Gender Equality), SDG6 (Clean Water and Sanitation), SDG7 (Affordable and Clean Energy), SDG9 (Industry, Innovation, and Infrastructure), SDG14 (Life Below Water), SDG15 (Life on Land), and SDG16 (Peace, Justice, and Strong Institutions), are stagnating, indicating a lack of significant progress. SDG11 (Sustainable Cities and Communities) is the only goal showing a declining trend, while there is insufficient information to assess progress on SDG10 (Reduced Inequalities).

[31] https://dashboards.sdgindex.org/static/profiles/pdfs/SDR-2023-sierra-leone.pdf

[32] Measuring overall progress in achieving the SDGs.

Table 1: Progress towards the SDGs by 5Ps (People, Prosperity, Planet, Peace, and Partnership)

5P	POSITIVES	CONCERNS
People	- National poverty rate decreased from 66.4% (2003) to 56.8% (2018). - Increased spending on education to 22% (2021). - Pupil's enrolment[33] in school increased 35% from 2018 – 2021 - Maternal mortality rate (MMR) reduced to 443 per 100,000 live births.	- Poverty increased to 58.9% (2020) partly due to COVID-19. - Rural poverty significantly higher at 73.9% vs. 34.8% in urban areas. - High food inflation (42.10%) in 2024 and poor food consumption scores. - High rates of adolescent pregnancy and child marriage. - One of the countries with the highest MMR in the world[34]
Prosperity	- Electricity access increased to 27.4% (2021). - Investments in science, technology, and innovation.	- Youth unemployment at 31%. - Economic growth hampered by domestic and external shocks. - Sierra Leone's electricity access below Sub-Saharan Africa average of 50.6% (2021).
Planet	- Focus on reducing landslides and flooding risks. - Developed Food Based Dietary Guidelines for Healthy Eating. - Increased environmental protection compliance and educational campaigns.	- Urban flooding remains a concern despite mitigation efforts. - Increased vulnerabilities of coastal communities due to unregulated mining - Depletion of the forest cover
Peace	- Established decentralized security structures for peacebuilding. - Launched the Independent Commission for Peace and National Cohesion.	- High polarization along ethno-political and regional lines. - Justice system challenges, including overcrowding in detention centres and poor correctional center conditions.
Partnership	- Increased collaboration with development partners post-COVID-19. - Potential for South-South Cooperation and Public-Private Partnerships in rural infrastructure.	- Reduced development funding from key donors. - Need for new bilateral and multilateral partners to meet SDG objectives.

[33] MOBSE: 2021 Annual School Census Launched... SIERRA LEONE IS THE ONLY COUNTRY IN AFRICA TO DIGITIZE SCHOOL CENSUS -World Bank – MBSSE

[34] UNFPA: UNFPA Sierra Leone | Maternal Health

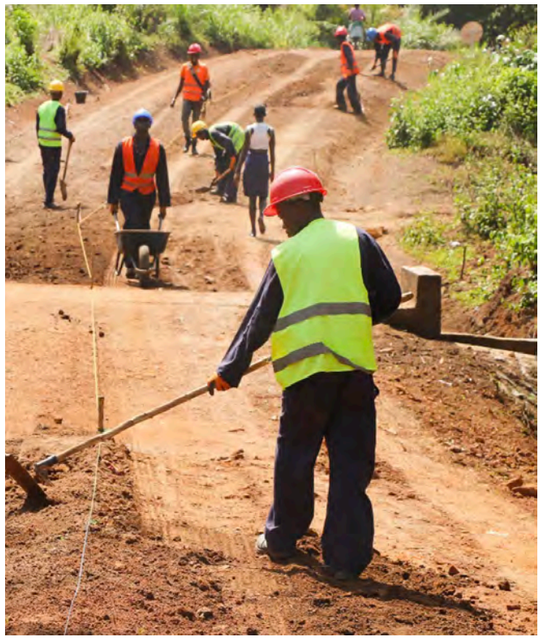
GAPS AND CHALLENGES

Sierra Leone's commitment towards the Sustainable Development Goals (SDGs) is a testament to the country's resilience and determination in the face of numerous challenges. However, to ensure that no one is left behind, it is crucial to address the persistent gaps and inequalities that hinder inclusive development.

Despite the country's efforts, 56.7 percent of the population still lived below the national poverty line in 2018, with the rural areas being disproportionately affected at 73.9 percent[35]. The multidimensional nature of poverty in Sierra Leone translates to other economic and social problems, particularly for those furthest behind. Child malnutrition and stunting remain high, with a 26.2 percent prevalence of stunting in 2021, resulting from food insecurity and rising food prices. While healthcare services have improved, access to quality services is still limited, leading to high maternal and under-five mortality rates.

Sierra Leone ranks 157 out of 164 countries on the Gender Inequality Index[36]. Gender equality and women empowerment have been promoted through laws and policies, but harmful practices such as child marriage (30 percent of marriages before 18 years old) Sexual and Gender Based Violence (61 percent of girls and women aged 15-49 have experienced GBV) and female genital mutilation/cutting (83 percent of girls and women affected) remain widespread[37]. Sierra Leone is also highly vulnerable to food insecurity, with 21 percent of households falling within the poor food consumption score category in 2023, partly due to subsistence agriculture and low adoption of sustainable farming practices[38].

The country's rapidly growing population (annual population growth rate of 2.2 percent), with 38 percent[39] below the age of 14, coupled with low productivity and economic activity, has led to a shortage of decent employment opportunities. The country needs to generate approximately 100,000 jobs, mostly from the private sector, annually to maintain adequate employment for the growing population. Additionally, Sierra Leone has made progress in strengthening legal and regulatory frameworks for environmental and natural resource management, but stronger enforcement is needed to address the increasing vulnerability to climate change effects.



[35] Integrated Household Survey 2018

[36] Human Development Report 2023/24

[37] Sierra Leone 2023 Common Country Analysis

[38] WFP Food Security Monitoring System Report 2023

[39] world population dashboard, Sierra Leone-UNFPA: https://www.unfpa.org/data/world-population/SL

LEAVE NO ONE BEHIND (LNOB[40])

To identify the groups that are left behind and inform the priorities of the Cooperation Framework, the UN in Sierra Leone conducted a Leave No One Behind (LNOB) analysis (Table 2) as part of the 2023 Common Country Analysis (CCA). The analysis identified several vulnerable groups, including children living in poverty, informal workers, homeless persons, persons with disabilities, and survivors of sexual and gender-based violence, gender-based poverty, among others. These groups often face discrimination and are deprived of basic services, perpetuating poverty across generations.

Table 2: LNOB Groups: challenges, root causes and proposed solutions

Selected Groups Left Behind	Key Challenges	Root Causes	Addressing the Issues
Children living in poverty	Multidimensional poverty and deprivation issues	Poverty	Targeted and people-centered approaches
Informal workers	Discrimination due to gender, age, disability, and status as homeless or adolescent mother	Discrimination	Improved governance environment
Homeless persons	Deprivation of basic services	Lack of access to services	Participation of marginalized groups in discussions around solutions
Adolescent Girls impacted by Child Marriage and Harmful Practices	Poor economic, health and development outcomes for adolescent girls, leading to intergenerational cycle of poverty	Gender inequality	Addressing social norms that perpetuate child marriage; support for the development of laws on child rights and child marriage prohibition, support for for implementation of the GEWE Act
Persons with disabilities	Precarious living conditions	Poor living conditions	Implementation of monitoring systems for interventions aimed at these groups
Persons living with HIV/AIDS	Excluded from development	Social exclusion	Mainstreaming LNOB in all phases of program and project phases for both the UN and the Government, including design, implementation, and monitoring/evaluation
Survivors of SGBV	Poverty perpetuated from generation to generation	Intergenerational poverty	Development of indicators geared toward these groups

[40] The LNOB is an anti-poverty as well as anti-discrimination agenda that recognises the naivety of expecting progress to trickle down the socio-economic ladder. Instead, it is a deliberate and proactive attempt to ensure that the populations left out or furthest behind are now not only included but placed at the forefront

Gender discrimination poverty has a female face in Sierra Leone, with female multidimensional poverty at 65.9 percent, compared to the multidimensional male poverty rate of 64.2 percent[41]. Issues of unequal opportunities for boys and girls, men and women continue to be exacerbated by factors such as early marriage for girls, teenage pregnancies and harmful practices such as Female Genital Mutilation (FGM), with 83% of women aged 15-49 years having undergone FGM[42].

Education is also a major obstacle to inequality. The World Bank Gender analysis in 2021 indicated that only 40 percent of women are literate (compared to 55.3 percent for men) and 92 percent of women engage in informal or vulnerable labor (compared to 83 percent of men).

[41] Sierra Leone Multidimensional Poverty Index Report 2019," Ministry of Planning and Economic Development, Freetown.
[42] 2029 DHS

NATIONAL VISION FOR SUSTAINABLE DEVELOPMENT

Sierra Leone's national vision for sustainable development is rooted in its Medium-term National Development Plan (MTNDP) for 2024-2030, which aligns with the Sustainable Development Goals (SDGs), and the African Union's Agenda 2063. Building on lessons learned from the previous MTNDP (2019-2023), the new plan prioritizes food security under the flagship programme "Feed Salone," reflecting the government's commitment to achieving food and nutrition security while accelerating socio-economic transformation.

Under the flagship programme "Feed Salone," the government has identified five strategic "Game Changers" that will drive progress over the next seven years. These game-changers are closely linked to the Six Transitions towards accelerating the SDGs.

The first game-changer, "Feed Salone," aims to enhance food and nutrition security by increasing the availability, accessibility, and consumption of diverse, safe, and nutritious foods. By boosting productivity and commercialization in agriculture, forestry, livestock, fisheries, and marine resources, Sierra Leone aims to reduce hunger and malnutrition, in line with SDG2.

Building on this foundation, the second game-changer focuses on human capital development, aligning with SDGs 2, 3, and 4, as well as the Six Transitions' emphasis on transforming education. By expanding free, quality education at all levels, improving healthcare delivery, and promoting water, sanitation, and hygiene practices, Sierra Leone seeks to create a healthier, more educated population ready to drive sustainable growth. Targets include increasing primary school enrolment to 100 percent and reducing the prevalence of communicable diseases by 50 percent by 2030.

Recognizing the importance of youth empowerment, the third game-changer, "Youth Employment Schemes," resonates with SDG 8 and the Six Transitions' focus on jobs and social protection. By providing livelihood skills and employment opportunities, addressing irregular migration and substance abuse, and leveraging the potential of sports, Sierra Leone aims to create a more inclusive and prosperous society. The government has set a target of creating 500,000 new jobs for youth by 2030.

The fourth game-changer, "Infrastructure, Technology, and Innovation," aligns with SDG 9 and the Six Transitions' emphasis on energy access, affordability, and digital connectivity. By expanding existing infrastructure, improving transportation networks, building capacities and investing in science, technology and innovation, and promoting digital solutions, Sierra Leone aims to create a more connected and technologically advanced nation. Key targets include increasing access to electricity to 80 percent and expanding the paved road network by 50 percent by 2030.

Finally, the fifth game-changer focuses on transforming the public service architecture to enhance the effectiveness and efficiency of public service delivery. Aligning with SDG 8, this priority area includes structural alignment, human resource management, public sector coordination, monitoring and evaluation, performance management, and e-governance. By creating a more responsive and accountable public service, Sierra Leone aims to foster an enabling environment for sustainable development.

Through these five game-changers, Sierra Leone has set a bold and ambitious agenda for sustainable development. By aligning its efforts with global and regional frameworks, the country is poised to make significant strides in the coming years. With a clear vision, strategic priorities, and a commitment to leaving no one behind, Sierra Leone is ready to build a more prosperous, inclusive, and sustainable future for all its citizens.

CHAPTER 2

UNITED NATIONS DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

THE UNSDCF DESIGN PROCESS

The UN development reform, effective on 01 January 2019, identifies the United Nations Sustainable Development Cooperation Framework (UNSDCF) as the single most important strategic document for the UN's engagement with the host country. Being the UN system's collective blueprint, the UNSDCF serves as the UNCT strategic plan to support the development aspiration of Sierra Leone.

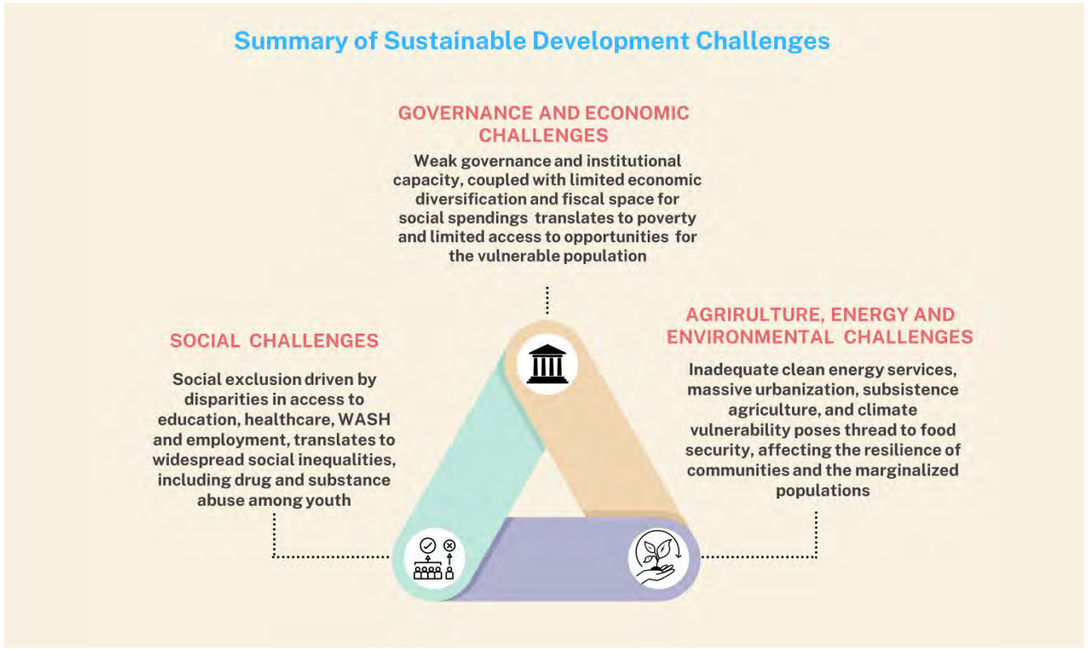
The United Nations in Sierra Leone was among the countries that first developed their Cooperation Frameworks after the UN reforms in 2019. At its earlier stage, the UNSDCF design benefitted from the findings of the Country Common Analysis (CCA); the findings and recommendations of the UNSDCF evaluation; and the priorities of the government as highlighted in the Medium-Term National Development Plan (MTNDP 2024-2030). Leaning from the evaluation of the current Cooperation Framework, the drafting of this UNSDCF has been highly participatory, involving a wide range of stakeholders. These three documents together with the summary findings of the regional and national consultations served as critical inputs into the design process.

Following the national launch of the Sierra Leone's MTNDP 2024-2030 in January 2024, the UNCT embarked on the UNSDCF regional consultations in Makeni, for stakeholders in the Northwest region, in Bo city for stakeholders in the Southeast region and concluded in Freetown for the western region. These consultations brought together a wide range of expertise, including community leaders (members of Local Councils and other government bodies at the community level), CSOs, Persons with Disability organizations, the private sector, women, and youth representatives. To ensure inclusive consultations, dedicated consultations were conducted targeting key vulnerable groups. Specific thematic consultations led by the inter-agency Youth Thematic Team (YTT) in four provinces in late 2023 engaged over a thousand (1000) youths. Focus group discussions were held with Organizations of Persons with Disability (OPDs). Additional consultations were conducted with stakeholders working on migration issues, including returnee migrants, groups working on SGBV and FGM, and stakeholders engaged in family planning and maternal health.

The national consultations were followed by a high-level visioning and strategic prioritization exercise. The meeting brought together the UN and senior Government officials, including officials from the Freetown City Council (FCC) and the Western Area District Council (WARDC). The Visioning and Strategic Prioritization session was led and moderated by the Development Coordination Office (African Region) with the support of the United Nations Resident Coordinator Office (RCO). The presentations (mainly from CCA, UNSDCF evaluation, LNOB, MTNDP and the findings of the consultations) were followed by group work on root cause analysis to articulate the sustainable development challenges in Sierra Leone.

Several development challenges were identified which were synthesized into key development challenges as shown in Figure 1 below:

FIGURE 1: SUMMARY OF KEY CHALLENGES FROM THE STAKEHOLDERS' CONSULTATIONS



The above development challenges formed the basis for the prioritization of UN strategic interventions in the country for the Cooperation Framework period.

Based on the identified development challenges, the visioning and prioritization exercise focused on i) a root cause analysis; and (ii)identification of UN comparative advantage; which were articulated into the UN in Sierra Leone Value Proposition, shared with both the government and DCO Africa. The strategic areas identified for the United Nations interventions in Sierra Leone include: (i) Food Systems, Natural Resource Management and Climate Change; (ii) Human Capital, Essential Services and Employment; and (iii) Governance and Economic Transformation.

The Theory of Change was developed through a participatory process, through co-creation with stakeholders including the UNCT members, Programme Management Team (PMT), MEL Group, RCO, key government partners, representation from groups at risk of being left behind, civil society, Volunteer Involving Organizations, and the private sector.

The objective was to illustrate the pathways of change for how the UN interventions in the priority areas, will contribute to sustainable development at the country level. The TOC which was facilitated by DCO Africa and members of the Peer Support Group (PSG).

THE OVERARCHING THEORY OF CHANGE

The UNSDCF Theory of Change (see figure 2 below) outlines a comprehensive development pathway for Sierra Leone that is inclusive, gender-responsive, resilient, and sustainable. The TOC explains assumptions that the pathways to change are based on and identifies critical risks that can hinder the achievement of planned results. The assumptions and critical risks will be continuously monitored to inform adjustments that might be required during the implementation period.

The TOC is based on three broad priority areas identified through analytical work (CCA) and a thorough consultative process with the Government, Development Partners, and CSOs. These priorities are enclosed around three Pillars, namely (i) Food systems, natural resource management, and climate change; (ii) Human capital, essential services, and employment; (iii) Governance and economic transformation. These Pillars are aligned with the SDGs and the six transitions (1) food systems, (2) energy access affordability, (3) digital connectivity, (4) education, 5 jobs, and social protection, and 6 climate change biodiversity loss) recognized to have catalytic and multiplier effects across the SDGs. The ultimate goal is to support systematic transformation for sustainable Food Systems, strengthen community resilience to climate change, foster human-rights-based access to social services and employment while accelerating economic transformation. For these transformative systemic changes to materialize, this TOC recognizes key enablers required, including access to digital technology, strengthened partnerships, quality data systems, and infrastructure.

The desired change guiding the Theory of Change is strengthening inclusivity and resilience in all dimensions of sustainable development: social, economic, and environmental.

FIGURE 2: OVERARCHING THEORY OF CHANGE

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

RISKS

- Shocks (climate, pandemic, pests, disease) undermine agricultural production.
- Limited access to finance
- Global economic downturn disrupts supply chains.
- Political instability and interference.
- Nepotism and corruption undermine law enforcement.
- Resistance to change of communities and beneficiaries.

ENABLERS

Systems Transformation, New SDG Financing, Infrastructure Expansion, Digital Innovation, and Data Generation

CROSS-CUTTING

Youth Empowerment, Women & Girls' Empowerment, Disability Inclusion, Serving Hard-To-Reach Communities, Adapting to Climate Change

Pillar 1: Food systems, Natural Resource Management and Climate Change	Pillar 2: Human Capital, Essential Services and Employment	Pillar 3: Governance and Economic Transformation
Outcome 1: People in Sierra Leone, especially the most vulnerable, are food and nutrition secure, benefit from effective natural resource management, are resilient to the effects of climate change, and equipped to prevent and respond to disasters.	**Outcome 2:** People in Sierra Leone, particularly most vulnerable groups in rural and hard-to-reach areas, have equitable access to quality, gender-responsive essential and social protection services and decent job opportunities.	**Outcome 3:** People in Sierra Leone enjoy transparent and accountable governance systems and economic transformation that guarantee peace, rights, and social cohesion, particularly among youth, women, marginalised and vulnerable groups.
THEN...		
Assuming: The government have required resources and is willing to establish, implement required policy and legal reforms to support sustainable management of waste and natural resource alongside Inclusive disaster risk preparedness and early warning systems; Farmers are able to access finance and willing to adopt sustainable farming technology, availability of national, regional and international Market	**Assuming:** Policies, resources, and Investments are available and aligned to support quality essential services and deliver market-driven skills alongside strengthened TVET institutions; Policies, resources, and Investments are available and aligned to support access to financial services, availability of user-friendly technology, affordable energy, and timely data; Beneficiaries will embrace the behaviour changes that the policy reform will bring about	**Assuming:** Human rights, GEWE can be mainstreamed, and inclusion can be at the centre of development policies and plans; peace and stability can be maintained, and communities can be better prepared for health emergencies, the economy can be transformed, diversified and stable.
ASSUMPTIONS		
IF Farmers and fisherfolks, especially women and youth, and nature-based SMEs adopt sustainable practices and product standards, have increased access to technology, finance, and facilities to improve production, productivity, income, and livelihood. **IF** Government and community stakeholders ensure development and enforcement of laws and policies, monitoring, and management systems, to manage waste and protect natural resources and valuable ecosystems. **IF** Gender-responsive prevention, preparedness, early warning, and response systems mitigate the impact of environmental, climate change and other disasters, especially in coastal communities and informal settlements.	**IF** People, especially most vulnerable groups, have increased access to, and use of, quality essential and social protection services which are participatory, gender-responsive and inclusive, including during emergencies. **IF** People, especially women and youth, have improved labour market-driven skills and increased financial inclusion for equitable and decent employment and business development opportunities. **IF** People, especially in rural and hard-to-reach areas, have access to inclusive, gender-responsive data, digital solutions, technology, clean energy, and other infrastructure.	**IF** People, especially marginalized and vulnerable groups in hard-to-reach communities, benefit from coordinated and effective implementation of policies and strategies enabling social cohesion and economic transformation. **IF** National and sub-national governance institutions have improved coordination mechanisms, transparent processes, efficient resource management, and evidence-based decision making for effective, gender-responsive service delivery. **IF** Democratic institutions at all levels are strengthened to be inclusive, accountable, transparent, gender-responsive and rights compliant for enhanced rule of law, equity, and peaceful coexistence.

UNSDCF GUIDING PRINCIPLES: HRBA, GEWE, LNOB

Alignment of the Cooperation Framework to the NDP, the SDGs and the Six Transitions

The Cooperation Framework has been carefully designed to provide comprehensive support to the country's development priorities outlined in the MTNDP (2024-2030), while simultaneously contributing to the achievement of the 2030 Agenda for Sustainable Development through the six transitions required to accelerate progress towards the SDGs (see Table 3).

STRATEGIC PRIORITY 1

Through the Food Systems, Natural Resource Management and Climate Change priority, the Cooperation Framework will bolster efforts to implement MTNDP Big 5.1 "Feed Salone" by promoting climate-smart agricultural practices, sustainable management of natural resources, fisheries and marine resources, and interventions to improve food and nutrition security, particularly for women and children. This priority also directly aligns with MTNDP Enabler 3, which emphasizes advancing climate resilience and environmental action. By strengthening adaptation and mitigation measures, disaster risk reduction strategies, and environmental conservation initiatives, the Cooperation Framework will not only support the MTNDP but also contribute to multiple SDGs, including SDG2, SDG11, SDG12, SDG13, SDG14, and SDG15. Crucially, this strategic priority will drive transformative changes in the food systems and climate change transitions, which are pivotal for accelerating progress in implementing the 2030 Agenda.

STRATEGIC PRIORITY 2

Human Capital, Essential Services and Employment is closely linked to MTNDP Big 5.2 on human capital development and Enabler 4 on gender mainstreaming. Through targeted investments in quality education, healthcare, social protection mechanisms, and women's empowerment programs, the Cooperation Framework will support Sierra Leone in achieving equitable access to quality essential and social protection services for all, particularly vulnerable groups and those in rural and hard-to-reach areas, to support advancement of human rights. This priority contributes directly to SDG1, SDG3, SDG4, SDG5, SDG6, SDG7, SDG8, SDG9, SDG10, and SDG17. Moreover, it will play a critical role in advancing the education and jobs/social protection transition by facilitating the creation of employment opportunities and provision of social safety nets, thereby accelerating progress towards multiple SDGs.

STRATEGIC PRIORITY 3

Governance and Economic Transformation is closely aligned with MTNDP Big 5.5 on transforming the public service architecture, Enabler 1 on diversifying the economy and promoting growth, and Enabler 2 on governance, accountability, and the rule of law. The Cooperation Framework will support Sierra Leone in strengthening public sector capacity, promoting economic diversification, and upholding principles of good governance, transparency, human rights, gender inclusion and accountability. This priority contributes to SDG16, SDG 5, SDG8, and SDG17.

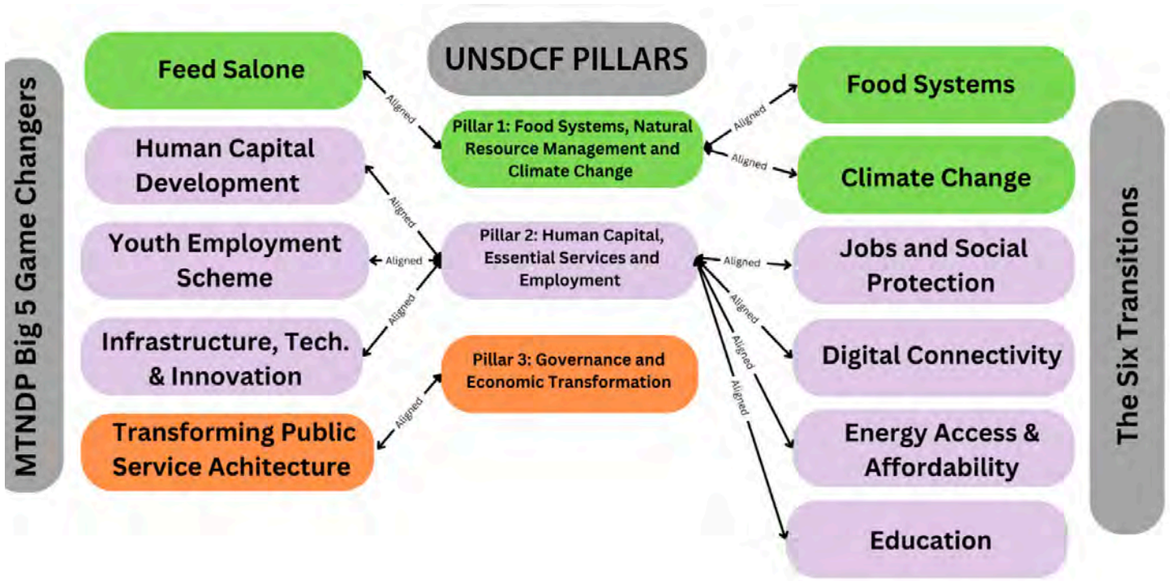
Furthermore, the Cooperation Framework incorporates cross-cutting priorities that holistically advance the SDGs and the six transitions. For instance, youth employment schemes (aligned with MTNDP Big 5.3) will not only create job opportunities but also address irregular migration, contributing to the jobs/social protection transition and advancing the SDG objectives of Leave No One Behind, Gender Equality, and Human Rights. Additionally, initiatives focused on infrastructure, technology, and innovation (MTNDP Big 5.4) will catalyse sustainable industrialization, renewable energy deployment, and digital transformation, thereby advancing the energy and digital connectivity transitions.

Thus, by strategically aligning its priorities with the MTNDP, the SDGs, and the six transitions, the UN Cooperation Framework provides a comprehensive and integrated approach to support Sierra Leone's sustainable development journey. This harmonized effort will ensure that national development objectives are met while simultaneously accelerating progress towards the global goals and transformative changes required for a more sustainable and equitable future.

Table 3: Cooperation Framework alignment with NDP, SDGs and Six transitions

CF PILLAR	UNSDCF OUTCOME	MTNDP BIG 5 GAME CHANGERS & ENABLERS (government Priorities)	SDG GOALS	THE SIX TRANSITIONS
STRATEGIC PRIORITY 1: FOOD SYSTEMS, NATURAL RESOURCE MANAGEMENT AND CLIMATE CHANGE	**OUTCOME 1:** People in Sierra Leone, especially the most vulnerable, are food and nutrition secure, benefit from effective natural resource management, are resilient to the effects of climate change, and equipped to prevent and respond to disasters.	**Big 5.1: Feed Salone** – Accelerating agriculture and fisheries productivity and provision of nutritious food. **Enabler 3** – Advancing climate resilience and environmental action	• SDG2: Zero Hunger • SDG11: Sustainable Cities and Communities • SDG12: Sustainable Production and Consumption • SDG13: Climate Action • SDG14: Life Below Water • SDG15: Life on Land • SDG1: No Poverty • SDG9: Industry, innovation and Infrastructure • SDG7: Affordable and Clean Energy • SGD 5: Gender Equality	• Food systems • Climate change, biodiversity loss and pollution
STRATEGIC PRIORITY 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT	**OUTCOME 2:** People in Sierra Leone, particularly most vulnerable groups in rural and hard-to-reach areas, have equitable access to quality, gender-responsive essential and social protection services and decent job opportunities.	**Big 5.2: Human Capital Development** – Quality education and healthcare delivery, social protection, women empowerment, etc. **Enabler 4:** Gender mainstreaming	• SDG3: Good Health and Well-Being • SDG4: Quality Education • SDG5: Gender Equality • SDG6: Clean Water and Sanitation	• Education • Jobs and social protection
		Big 5.3: Youth employment Schemes – Create the enabling environment for job opportunities and address irregular migration. Promote various types of sports for the youth.	• SDG1: No Poverty • SDG8: Decent work and Economic Growth • SDG10: Reduced Inequality	• Jobs and social protection
		Big 5.4: Infrastructure, Technology and Innovation – Provide the needed infrastructure and energy services and promote technology and innovation	• SDG9: Industry, Innovation, and Infrastructure • SDG7: Affordable and Clean Energy • SDG17: Partnership for the goals	• Energy access and affordability • Digital connectivity
STRATEGIC PRIORITY 3: GOVERNANCE AND ECONOMIC TRANSFORMATION	**OUTCOME 3:** People in Sierra Leone enjoy transparent and accountable governance systems and economic transformation that guarantee peace, rights, and social cohesion, particularly among youth, women, marginalised and vulnerable groups	**Big 5.5:** Transforming the Public Service Architecture – Promote and efficient, effective and inclusive public service for optimal delivery of public goods and services **Enabler 1:** Diversifying the economy and promoting growth **Enabler 2:** Governance, Accountability and Rule of Law	• SDG16: Peace, Justice and Strong Institutions • SDG8: Decent work and Economic Growth • SDG17: Partnership for the goals • SDG5: Gender Equality	• Jobs and social protection

I SUPPORT MORE WOMEN LEADERS IN SIERRA LEONE


MTNDP Big 5 Game Changers
Feed Salone
Human Capital Development
Youth Employment Scheme
Infrastructure, Tech. & Innovation
Transforming Public Service Achitecture
UNSDCF PILLARS
Pillar 1: Food Systems, Natural Resource Management and Climate Change
Pillar 2: Human Capital, Essential Services and Employment
Pillar 3: Governance and Economic Transformation
Aligned
Food Systems
Climate Change
Jobs and Social Protection
Digital Connectivity
Energy Access & Affordability
Education
The Six Transitions

PILLAR 1: FOOD SYSTEMS, NATURAL RESOURCE MANAGEMENT, AND CLIMATE CHANGE

Outcome 1: *People in Sierra Leone, especially the most vulnerable, are food and nutrition secure, benefit from effective natural resource management, are resilient to the effects of climate change, and equipped to prevent and respond to disasters.*

UN Contribution to Outcome 1

To deliver on the priorities of this outcome in line with the Outcome TOC captured in Box 1, the UN in collaboration with the government and key partners has identified three broad areas of support to accelerate the SDGs and maximize impact. UN support under this outcome will be directed towards promoting agricultural production and productivity as well as availability and accessibility of diverse, safe, and nutritious food, especially for the most vulnerable population. In the event of severe climate risks, the UN will support integrated adaptation and mitigation measures, including strengthening disaster risk governance as well as sustainable management of natural resources, so that vulnerable groups do not disproportionally suffer the negative impacts of climate change. In collaboration with key development partners such as IsDB, WB, AfDB, Germany/GIZ, Japanese International Cooperation Agency, EU, China, this outcome will accelerate the attainment of the SDGs through the food systems and climate change transitions.

Alignment of Outcome 1 With National Priorities

The newly launched MTNDP (2024-2030) has identified five big Game Changers and enablers for Sierra Leone to advance progress. Outcome 1 aligns with the following priorities and enablers of the MTNDP:

Feed Salone – Accelerating agriculture and fisheries productivity and provision of nutritious food.

- ***Accelerating productivity and commercialisation of the agricultural sector***
- ***Accelerating productivity and sustainable management of fisheries and the marine sector***
- ***Availability, access and consumption of diverse, safe and nutritious foods***

Advancing climate resilience and environmental action

- ***Building National Environmental Resilience***
- ***Forestry management and wetland conservation***
- ***Disaster management and governance***

Theory of Change for Outcome 1

The TOC in Box 1 below highlights the change pathways to advance outcome 1 and the rationale for how the selected outputs will offer the best results given UN comparative advantage. In addition, the rationale for each output not only outlines the catalytic change from the outputs

The TOC in Box 1 below highlights the change pathways to advance outcome 1 and the rationale for how the selected outputs will offer the best

Box 1: Outcome 1 TOC

IF Farmers, fisherfolks, and nature-based SMEs adopt sustainable practices and standards and benefit from increased access to technology, finance, information, and facilities, THEN people in Sierra Leone, particularly the most vulnerable will have adequate, diverse, safe and nutritious food and improved livelihood.

IF The Government and stakeholders ensure development and enforcement of laws, policies, monitoring, and management systems to effectively manage waste and protect natural resources and valuable ecosystems, THEN Sierra Leone will become greener, resilient, and sustainable.

IF Gender-responsive prevention, preparedness, early warning, and response systems are in place to mitigate the impact of environmental, climate change and other disasters, especially in coastal communities and informal settlements, THEN people in Sierra Leone will be more resilient to environmental and climate shocks.

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[43] WFP Food Security Monitoring System Report 2023

The UN will focus on the following inter-agency outputs to deliver on the priorities of outcome 1:

Output 1.1: Farmers, fisherfolks, and nature-based SMEs adopt sustainable practices and standards and benefit from increased access to technology, finance, information, and facilities for improved income, livelihoods, and production of diverse, safe and nutritious food [FAO, IFAD,UNDP, ITC, UNIDO, UNCDF, ILO, UNDP, , UNWOMEN, WHO, …]

Rationale

Like many Least Developed Countries (LDCs), Sierra Leone is faced with high level of food insecurity due to lack of access to nutritious food, resulting from numerous root causes such as low productivity of rural households, which can be attributable to the subsistence nature of farming and the poor agricultural practices. These root causes are further exacerbated by the lingering effects of the COVID-19 pandemic and the economic vulnerabilities such as high food inflation and the continuous depreciation of the local currency against major trading currencies. Accordingly, one in five households (20 percent) in Sierra Leone are severely food insecure[43], thus the deteriorating poor food consumption score from 15 percent in 2022 to 21 percent in 2023. Despite these challenges, Sierra Leone has huge potential agriculture, livestock and fisheries production. Therefore, investing in agriculture by introducing sustainable farming practices, improving technology, increasing access to finance, and providing better inputs will spur improved productivity of the agricultural sector. As many smallholder farmers depend on agriculture for their livelihoods, and many of these are women, the objectives of gender equality and Leave No One Behind will be advanced by the planned interventions.

Key Interventions

The UN will work with government, the private sector, Civil Society, Volunteer Involving Organizations (VIO) and Sub-national institutions to:

- Promote the adoption of climate-smart agriculture through the introduction of technologies that simultaneously boost productivity, enhance resilience, and reduce Green House Gas (GHG) emissions and ozone depleting substances.
- Invest in boosting agricultural productivity by reducing post-harvest losses, provision of cold storage facilities, and capacity support for processing and value-addition in both farm, livestock and fisheries products. Develop tailored financial products and services, including microcredit and savings schemes, to improve access to finance, especially for female led small-scale farmers and SMEs and promote trade competitiveness.
- Provide support to the most vulnerable households in the form of food support to supplement their nutritional intake.
- Advocate for policy reforms and regulatory measures that support sustainable agriculture, livestock, fisheries, and related nature-based enterprises at national and local levels.
- Strengthen institutional capacities to enforce food safety standards, prevent risk of foodborne and promote environmentally friendly practices.

Output 1.2: Government and community stakeholders ensure development and enforcement of laws and policies, monitoring, and management systems, to effectively manage waste and protect natural resources and valuable ecosystems [UNDP, UNICEF, UNWOMEN, IFAD, FAO, WFP, UNIDO, WHO, UNESCO ….]

Rationale

Sierra Leone is endowed with numerous natural resources, including land, forest, fisheries and marine resources, mineral resources, etc. However, due to inadequate awareness, weak institutional capacity, and weak enforcement of laws on natural resources management, the country is faced with numerous environmental challenges resulting from climate change, illegal mining, deforestation, land degradation due to poor practices, rapid urbanization, poor waste management, etc. This has resulted to increased vulnerability to flooding, coastal erosion, and other effects of climate change, especially for riverine and coastal communities. Thus, putting in place mechanisms, systems, laws, and regulations to preserve the country's natural resources could yield economic, social, and environmental benefits for the country in the medium term. With emerging opportunities, especially around carbon financing, effective management of the country's forest cover could provide new financing opportunities both at national and sub-national levels. Although effective natural resource management has the potential to create new livelihood opportunities, special focus should be given to people and communities most left behind.

Key Interventions

To deliver on this output, the UN will undertake the following interventions in collaboration with the government and key stakeholders:

- Develop capacity building programs and train government officials, community leaders, volunteer groups, and local populations on sustainable natural resource use, conservation practices, and environmental protection.
- Support the governance of science, technology and innovation system regarding sustainable use of natural resources.
- Provide technical assistance in developing national policies, legal frameworks, and action plans for sustainable management of forests, water resources, minerals, and other natural assets.
- Support adaption measures and alternative livelihood opportunities for communities affected by mining, especially around coastal areas.
- Support for restoration, establishing protected areas, national parks, and conservation zones to safeguard biodiversity and ecosystems.
- Promote sustainable agriculture, agroforestry, and sustainable marine use, reduce overexploitation of natural resources, and harmonize regional maritime policies to combat illegal activities, including working to address illegal, unreported and unregulated fishing.
- Promote initiatives to combat illegal mining, logging, and other unsustainable extraction activities.
- Promote an inclusive food system with emphasis on quality (nutrition), safety, access, affordability especially for the most vulnerable (children, youth Not in Education, Employment and Training, the elderly).
- Support the government and local communities to tap into the lucrative carbon offset market by developing a climate finance strategy for obtaining carbon credits from the forest cover.
- Provide capacity building for waste management authorities, municipal councils, and community-based organizations on best practices in waste handling, treatment, and recycling.
- Create awareness campaigns, volunteerism, and education programs to promote waste reduction, reuse, and recycling among the public.
- Promote the circular economy principles, encouraging the recovery and reuse of materials and resources from waste streams.

Support adaptation measures to ensure the population can continue to exist in their natural habitats with the provision of alternative livelihood options to ensure efficient disaster risk management overall.

Output 1.3: Gender-responsive prevention, preparedness, early warning, and response systems mitigate the impact of environmental, climate change and other disasters, especially in coastal communities and informal settlements [UNDP, FAO, UNIDO, IOM, UNICEF, WFP, WHO, UNFPA, UNESCO....]

Rationale

Sierra Leone is on the receiving end of the effects of climate change, with elevated risks in recent years, especially around coastal communities. Climate change has become one of the biggest threats to livelihoods, especially in rural areas, despite the low GHG emissions by the country.

Notable hazards include coastal erosion, flooding, landslides, etc. which have direct effects on lives and livelihoods. Despite the high vulnerability to the effects of climate change, communities have weak adaptive capacity and coping mechanisms. Women and girls, in particular, have a higher level of vulnerability during times of displacement due to disaster. Thus, the need to strengthen both mitigation and adaptation measures and overall disaster risk management cannot be overemphasized. Particular attention should be given to people and communities most prone to disasters, including minimizing vulnerabilities of women and children, by building their adaptive capacities and providing adequate preparedness and early warning systems to mitigate disaster impacts more effectively.

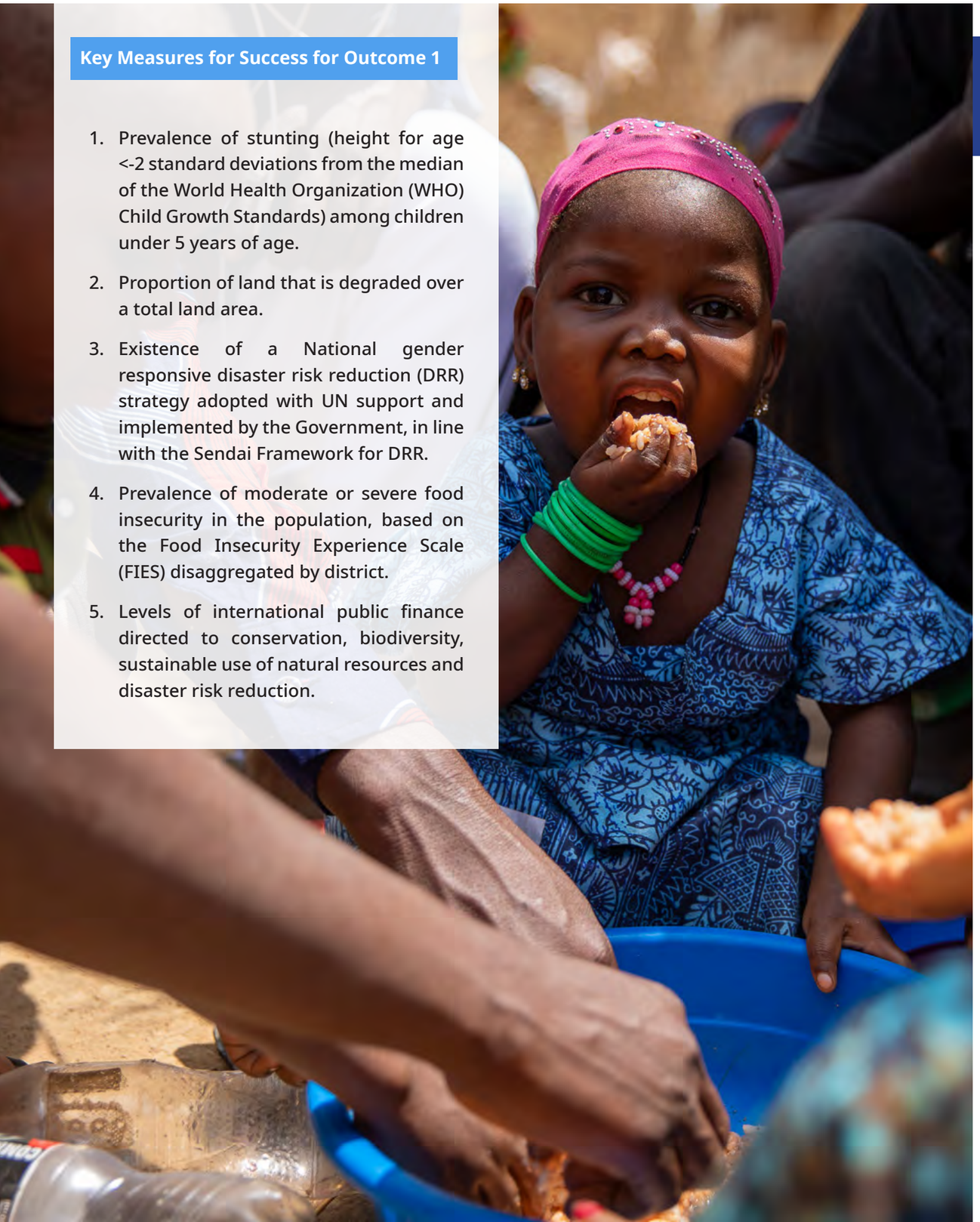
Key Interventions

To deliver on this output, the UN in collaboration with the government and key stakeholders will undertake the following interventions:

- Assist in designing and implementing reforestation and afforestation programs, promoting sustainable forest management, and reducing deforestation.
- Provide technical assistance and financing for climate-resilient infrastructure development, such as flood control systems, drought-resistant water supply systems, and reinforced coastal defenses to address environmental determinants.
- Promote the use of nature-based solutions, such as ecosystem restoration, urban greening, and green infrastructure to improve climate resilience.
- Facilitate the development and deployment of clean energy technologies, especially transitioning to cleaner cooking fuels, as well as smart grids, energy storage systems, and renewable energy solutions, to accelerate the transition to low-carbon energy systems.
- Promote the use of mobile applications and digital platforms for disseminating early warning information, coordinating emergency response efforts, and facilitating communication between communities and authorities.
- Support the development and use of innovative early warning systems for real-time data collection and hazard mapping, targeting most vulnerable communities, and women, children and persons with disabilities.
- Support the integration of Disaster Risk Reduction (DRR) and climate change education in school curricula.
- Promote gender-sensitive and inclusive community-based disaster preparedness and resilience-building initiatives, such as training, volunteerism initiatives, awareness campaigns, and the establishment of local emergency response teams.
- Provide humanitarian assistance, including emergency relief supplies, temporary shelter, and essential health and social protection services, in the aftermath of disasters, with particular focus on women and girls and groups furthest behind.
- Strengthen the national-level evidence on the impacts of climate change on health (including sexual and reproductive health), GBV and harmful practices.
- Strengthen national adaptation programmes of action and local disaster risk reduction and climate-response strategies, including risk assessment, contingency planning, and capacity building for emergency response.
- Facilitate the identification of migration pathways to support people moving in the context of disasters, environmental degradation and climate change.
- Promote skills development training which creates livelihoods that address the impact of climate change and environmental degradation.
- Support mitigation efforts with particular attention to the vulnerabilities of women and children which will include early warning systems and messaging to mitigate disaster impacts nationwide.
- Support adaptation measures to ensure the population can continue to exist in their natural habitats with the provision of alternative livelihood options to ensure efficient disaster risk management overall.

Key Measures for Success for Outcome 1

1. Prevalence of stunting (height for age <-2 standard deviations from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age.
2. Proportion of land that is degraded over a total land area.
3. Existence of a National gender responsive disaster risk reduction (DRR) strategy adopted with UN support and implemented by the Government, in line with the Sendai Framework for DRR.
4. Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) disaggregated by district.
5. Levels of international public finance directed to conservation, biodiversity, sustainable use of natural resources and disaster risk reduction.



PILLAR 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT

Outcome 2: *People in Sierra Leone, particularly most vulnerable groups in rural and hard-to-reach areas, have equitable access to quality, gender-responsive essential and social protection services and decent job opportunities.*

UN Contribution to Outcome 2

Based on the Outcome TOC highlighted in Box 2 below, the UN in Sierra Leone will work collaboratively with the government as well as key stakeholders and partners to advance the three areas identified as potentials to deliver catalytic results during the Cooperation Framework period. The UN support will focus on strengthening the human capital base of the country, including the provision of quality health services as well as quality education and market-driven skills to provide gainful employment, especially for women and youth population, PWDs and other vulnerable populations, that will advance their human rights. In addition, the UN will support the provision of quality, gender responsive and inclusive essential and social protection services, including the provision of digital solutions and infrastructure, with the emphasis on Leaving No One Behind (LNOB). The UN contribution will be implemented in synergy with other partners including the WB, AfDB, EU, Ireland, USA, Canada, and caritative Foundations such as Gate Foundation, GAVI etc. This outcome will accelerate the SDGs through education, jobs and social protection, energy access and affordability and digital connectivity transitions.

Alignment of Outcome 2 With National Priorities

The GoSL through the newly launched MTNDP (2024-2030) has identified five Big Game Changers and enablers to advance the country's national development agenda. Outcome 2 aligns with the following priorities and enablers of the MTNDP:

Human Capital Development

- Accelerating and expanding free quality basic and senior secondary education and strengthening tertiary and higher education
- Improving health care delivery and Ending AIDS and TB by 2030
- Water, environmental sanitation, waste management and hygiene
- Women's empowerment and social protection
- Children, the Aged and Disability Welfare

Youth employment scheme

- General employment promotion for youths; resolving barriers to youth employment; employment across the Government's Big Five Game Changers
- Addressing irregular migration
- Sports for youth empowerment and socioeconomic development

Energy, Infrastructure, and Innovation

- Energy
- Road and transportation systems
- Infrastructure, technology and innovation

Gender mainstreaming

- Gender education, economic participation, technology and communication
- Gender, health, Living with Disability and SGBV
- Gender and governance
- Gender and private sector
- Gender justice, human rights and peace building
- Gender mainstreaming into policies, programmes and legal frameworks
- Gender and environment

Theory of Change for Outcome 2

The Theory of Change (ToC) presented in Box 2 below illustrates the pathways for achieving Outcome 2, and the rationale behind selecting the specified outputs as the most effective means of leveraging the UN's comparative advantage. Further, the rationale highlights the specific intervention areas that the UN will prioritize for the Cooperation Framework.

Box 2: Outcome 2 TOC

IF People, especially most vulnerable groups, have increased access to, and use of, quality essential and social protection services which are gender-responsive and inclusive, THEN people in Sierra Leone, especially the marginalised groups will enjoy resilient and inclusive livelihoods, and living standards.

IF People, especially women and youth, have improved labour market-driven skills and increased financial inclusion for equitable and decent employment and business development opportunities, THEN young people, especially women and youth will have decent livelihoods and experience higher living standards.

IF People, especially in rural and hard-to-reach areas, have access to inclusive, gender-responsive data, digital solutions, technology, clean energy, and other infrastructure, THEN people in Sierra Leone, especially the most vulnerable will experience effective and efficient digital infrastructure and solutions.

The UN will focus on the following inter-agency outputs to deliver on the priorities of outcome 2:

Outout 2.1: People, especially most vulnerable groups, have increased access to, and use of, quality essential and social protection services which are participatory, gender-responsive and inclusive, including during emergencies. [UNICEF, WFP, UNFPA, UNWOMEN, UNAIDS, IOM, UNESCO, ILO, UNDP, WHO…]

Rationale

Like many developing countries, Sierra Leone faces significant challenges in providing its people with essential services such as quality education, healthcare, Water, Sanitation, and Hygiene (WASH), energy, social protection and legal services, which also limit realization of their human rights. Weak systems or inadequate capacities, low demand and rapid unplanned urbanization amid population growth and climate change have negatively impacted access and utilization of these critical services. This output aims to improve the availability, accessibility, acceptability, affordability, quality and efficiency of such services, particularly for the most vulnerable populations and hard-to-reach communities. Furthermore, Sierra Leone has experienced recurring emergencies over the years, during which it becomes even more difficult for the most vulnerable populations to access essential services like healthcare and WASH. During emergencies, there will be intensified efforts to provide health and social protection services to these vulnerable populations and ensure sustained service delivery in hard-to-reach communities.

Key Interventions

To deliver on this output, the UN will undertake the following interventions in collaboration with the government and key stakeholders:

- Strengthen Sierra Leone's healthcare infrastructure by supporting the construction, renovation, and electrification of healthcare facilities, including rehabilitation centers for persons with disabilities particularly in remote, underserved and border areas.
- Increase the availability and utilization of quality reproductive, maternal, newborn, child, and adolescent health services (especially in underserved areas).
- Support health system strengthening for the prevention, prompt diagnosis, and management of communicable and non-communicable diseases
- Support the development and integration of the Person-centred Life Stages approach to Health Service Delivery across all healthcare processes to enhance client outcomes and cost-effectiveness of healthcare system.
- Strengthen essential preventive treatment and care, at all levels through primary health care.
- Support the prevention, preparedness, mitigation, and response to emerging risks to health from all hazards.
- Support the government in developing evidence-informed policy options for achieving universal health coverage and equitable access to quality services.
- Support the implementation, scale up and measurement of "best buys" and other actions to strengthen the prevention, control, and management of communicable and non-communicable diseases.
- Support the government in transforming education that responds to its ambitions and addresses the major inclusion, equity

and quality challenges from early childhood to higher education including peacebuilding, citizenship, social cohesion, climate change and sustainable development.

- Support the development and implementation of laws and policies to promote gender equality and prevent and respond to GBV and harmful practices including child marriage and FGM.
- Implement public awareness and targeted outreach messaging on the negative consequences of early and unintended pregnancy, sexual and gender-based violence, including school-related gender-based violence and child marriage and leverage social protection sector for prevention of child marriage.
- Support capacity building of policy and planning, health education, school health, Education Management Information System (EMIS), monitoring and evaluation, and statistics officers in the ministry of education to integrate health education indicators in Education Management Information System.
- Strengthen mechanisms and capacities of actors and institutions to address discriminatory gender and social norms that perpetuate poor health and education access and outcomes for women and girls.
- Expand access and strengthen quality of comprehensive GBV services for survivors.
- Strengthen social accountability to enhance collective efforts of individuals and communities to hold service providers and duty bearers to account for the quality, effectiveness and equitable provision of health and social protection services.
- Strengthen policy and coordination framework for the social protection sector and introduce integrated social protection programmes to mitigate age-specific risks.
- Implement public awareness on the risks of irregular migration and human trafficking.
- Support the provision of direct assistance (i.e. shelter, National Financial Institutions, Assisted Voluntary Return, Mental Health and Psychosocial Support) to survivors of human trafficking and stranded Sierra Leonean nationals abroad, especially women and girls.
- Provide access to inclusive and climate resilient WASH services by supporting the development of sustainable water supply systems, construction of eco-friendly and low-cost sanitation facilities, as well as implementing community-based hygiene education programs that are affordable for residents
- Promoting renewable energy solutions by supporting the implementation of decentralized renewable energy supply, such as solar home systems, green mini-grids, etc. which can also be used in powering other essential services, such as healthcare facilities and schools.
- Establish a unified digital platform that centralizes information and services related to essential services such as healthcare, food security, water and sanitation, and shelter.
- Leverage digital technologies to facilitate efficient and transparent cash transfer programs, ensuring timely delivery of financial assistance to vulnerable populations during emergencies. Utilize mobile money platforms and digital wallets to securely distribute funds and minimize leakages. Strengthen digitization of Grievance Redress Mechanism (GRM) for efficient case management.
- Prevent and respond to Gender based Violence against women and girls in the Community.

Output 2.2: People, especially women and youth, have improved labour market-driven skills and increased financial inclusion for equitable and decent employment and business development opportunities. [UNDP, ITC, IOM, UNICEF, UNWOMEN, ILO, UNESCO…]

Rationale

Youth unemployment remains high in Sierra Leone, representing untapped potential for economic growth. Like in many LDCs, women and youth in Sierra Leone have limited access to financial services such as savings, credit, and insurance, which hinders their ability to invest in education, start businesses, or engage in income-generating activities. Women and girls encounter significant barriers to education, skills development, and economic participation which limits their role in society. Equipping women and young people with labour market-driven skills will better prepare them to meet job market demands, thereby increasing their chances of finding decent employment opportunities. This not only contributes to individual economic empowerment, but also supports the overall development of the country's workforce and productivity. This inter-agency output also aims to support reform for the education system to produce skills aligned to the market demand, promote financial inclusion, enabling women and young people to access the resources they need to participate in economic opportunities, manage their finances, and build resilience against economic shocks. These interventions will support the economic advancement of groups identified in the LNOB Analysis for Sierra Leone.

Key Interventions

To achieve this, the UN will collaborate with the government and key stakeholders to:

- Support the education system to build skills, including Technical and Vocational Education Training (TVET) programs, and education at all levels in science, technology, engineering and mathematics (STEM) aligned to the marked demand for decent employment and economic inclusion. These programs provide youths, especially persons with disabilities, girls and returnee migrants, with practical skills needed in sectors such as agriculture, construction, manufacturing, and service industries.
- Support inclusive entrepreneurship education in schools and vocational centers, including training in business planning, financial literacy, and marketing including for people with disabilities, returnee migrants, Youth Not in Education, Employment, or Training (NEET).
- Facilitate partnerships between the government, private sector, and educational institutions to support the development of key elements of a skills development ecosystem such as a) skills anticipation and forecasting mechanism b) a labour market information system c) creation of sector skill councils and development of occupational standards d) further development and operationalization of a qualification framework, all with the objective to align taught skills with labour market needs.
- Support financial intermediaries including microfinance institutions to cater to informal sector enterprises, promote financial inclusion, formalization of micro, small and medium-sized enterprises (MSMEs), especially for women and persons with disabilities and Youth Not in Education, Employment, or Training (NEET).

- Promote digital and financial literacy among women, youth, and marginalized communities, enabling them to navigate online financial services and digital entrepreneurship.
- Support Statistics Sierra Leone to collect, analyse and disseminate data on decent employment and access to finance disaggregated by: (i) Gender, (ii) Age, (iii) Disability.
- Support the government in developing and implementing inclusive policies and regulations for decent employment and business development.
- Support the development and implementation of inclusive policies and regulations that create an enabling environment for decent employment and business development.
- Facilitate temporary returns of qualified nationals to strengthen economic sectors, especially on health and design programs to attract highly skilled diaspora.
- Support reduction of the high costs of remittances.
- Promote technical cooperation on labour mobility, bilateral labour agreements, ethical recruitment, the improved situation on migrant workers and the awareness of labour migration regular pathways.

Output 2.3: People, especially in rural and hard-to-reach areas, have access to inclusive, gender-responsive data, digital solutions, technology, clean energy, and other infrastructure [UNDP, UNICEF, WHO, UNWOMEN, UNOPS, ILO, IOM, UNAIDS, UNFPA, WFP, IFAD, UNIDO, FAO, ITC, UNDCF…]

Rationale

The LNOB objective, which is at the heart of this cooperation framework, requires the availability of data that is high-quality, accessible, timely, reliable, and disaggregated by income, sex, age, race, migration status, disability, etc.

However, Sierra Leone faces multifaceted challenges, including the digital divide and lack of reliable, disaggregated, and timely data for evidence-based policymaking. Furthermore, Sierra Leone has limited access to sustainable energy sources and inadequate resilient infrastructure needed to meet the economic transformation highlighted in the Medium-Term National Development Plan (MTNDP). This interagency output intends to support the Government in strengthening the National Statistical System (NSS) and a Human Rights Based Approach to data for designing, monitoring, evaluating, and reporting on the implementation of national policies on all the dimensions of sustainable development, thereby strengthening accountability to the people of Sierra Leone and the development partners. The availability of gender-disaggregated social, economic, and environmental data and access to digital technology will also ease the targeting of interventions where they're most needed. The output also aims to provide technical support for Sierra Leone to access the required knowledge and technology to tap into its vast potential for renewable energy in the form of solar, wind, and hydro sources, with numerous waterfalls and abundant sunlight.

Key Interventions

In partnership with key stakeholders, including government, the UN will undertake the following interventions to deliver on this output:

- Support Statistics Sierra Leone to strengthen the data infrastructure, capacity and coordination. Strengthen national capacities to collect, analyze, manage and disseminate socio-demographic data; ensuring data is disaggregated by gender, age, location, and other relevant factors.
- Enhance evidence-based decision-making by promoting the use of data in policy formulation, programme design and monitoring and evaluation
- Support technological advancement and digitalization in the private sector, government, academia, and innovation ecosystem.
- Support the development and implementation of digital solutions and services, especially in rural areas.
- Promote digital literacy and innovative programs to equip communities, especially women, youth, and persons with disabilities with the skills to leverage digital solutions effectively.
- Support strengthening of National Evaluation Capacity Development, including policy framework for evaluation and capacity building for conducting quality independent evaluations.
- Support the just green transition through access knowledge and technologies to scale up access to renewable energy and development of clean energy projects, such as solar, wind, and hydropower, to increase access to reliable and sustainable energy sources.
- Invest in resilient infrastructure, such as climate-resilient housing, transportation networks, and water and sanitation systems, to enhance economic opportunities in hard-to-reach areas and enhance preparedness and reduce vulnerability to disasters.

Key Measures for Success for Outcome 2

1. **Mortality ratios:**
   a) **Maternal mortality ratio**
   b) **Under-5 mortality rate**
2. **Percentage of children (Grade 2-3 and 5-6) achieving minimum proficiency levels in reading and mathematics**
3. **Proportion of population using at least basic sanitation service**
4. **Percentage of women aged 20-24 married before age 18**
5. **Unemployment rate, by sex, age and persons with disabilities**
6. **Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, migrants and the most vulnerable**
7. **Proportion of population with access to electricity (disaggregated by source)**
8. **Gender Inequality Index**

PILLAR 3: GOVERNANCE AND ECONOMIC TRANSFORMATION

Outcome 3: *People in Sierra Leone enjoy transparent and accountable governance systems and economic transformation that guarantee peace, rights, and social cohesion, particularly among youth, women, marginalised and vulnerable groups.*

UN Contribution to Outcome 3

In line with the Outcome ToC captured in Box 3 below, the UN will work in close collaboration with key stakeholders to deliver on the three key areas identified under this outcome. UN support will be directed towards institutional strengthening and promoting an inclusive governance system for effective service delivery. Emphasis will be made to improve overall transparency and accountability in governance processes as well as promote rule of law, access to justice and human rights, especially for marginalized and vulnerable groups (displaced persons, the elderly, women, and individuals with disabilities). On economic diversification, the UN will promote the design and implementation of policies and strategies to harness the opportunities in the green, blue, and digital economy and promote economic transformation.

Alignment of Outcome 3 With National Priorities

Outcome 3 aligns with the following priorities and enablers of the MTNDP:

Governance, Accountability and Rule of Law

- Political modernization for consolidating peace and national cohesion
- Strengthening legislations, policies, and practice in fighting corruption and illicit financial flows
- Public financial management
- Audit services
- Inclusive and accountable justice institutions
- Public trust in state institutions
- Decentralization, local governance, and rural development
- Security institutions

Diversifying the economy and promoting growth

- Transforming the tourism sector
- Strengthening private sector for trade and sustainable development
- Value addition and efficient management of natural resources
- Financial inclusion for strengthened rural and informal economies

Theory of Change for Outcome 3

The Theory of Change (ToC) in Box 3 below highlights the change pathways for achieving Outcome 3, and the rationale for selecting the specified outputs as the most effective means of leveraging the UN's comparative advantage during this CF period.

Box 3: Outcome 3 TOC

IF People, especially marginalized and vulnerable groups in hard-to-reach communities, benefit from coordinated and effective implementation of policies and strategies enabling social cohesion and economic transformation, THEN the economy will be resilient to adverse supply shocks.

IF National and sub-national governance institutions have improved coordination mechanisms, transparent processes, efficient resource management, and evidence-based decision making for effective, gender-responsive service delivery, THEN Sierra Leone will experience improved decentralization and service delivery at both national and sub-national levels.

IF Democratic institutions at all levels are strengthened to be inclusive, accountable, transparent, gender-responsive and rights compliant THEN people in Sierra Leone will enjoy rule of law, equity, and peaceful coexistence.

The following inter-agency outputs will be considered to deliver on the priorities of Outcome 3:

Output 3.1: People, especially marginalized and vulnerable groups in hard-to-reach communities, benefit from coordinated and effective implementation of policies and strategies enabling social cohesion and economic transformation [UNDP, UNWOMEN, UNCDF, ILO, IOM, WFP, FAO, UNIDO, UNFPA, UNICEF, UNIDO, ...]

Rationale

Sierra Leone's efforts towards economic diversification must be inclusive and equitable, reaching even the most marginalized and vulnerable groups and hard-to-reach communities. These populations, including displaced people, the elderly, women, and persons with disabilities, often face disproportionate levels of poverty, inequality, and exclusion from economic opportunities. Failing to address their specific challenges and involve them in the processes of economic transformation risks exacerbating existing inequalities, breeding social tensions, and undermining the country's overall human development and progress towards the Sustainable Development Goals.

Thus, UN intervention under this output will focus on promoting policies that create enabling environment for inclusive economic transformation paying particular attention to gender equality and populations at risk of being left behind.

Key Interventions

In collaboration with the government and key stakeholders, the UN will undertake the following interventions to deliver on this output:

- Support policy reviews and reforms to foster an inclusive entrepreneurship environment.
- Advocate for business environment reforms, trade facilitation, regional integration through AfCFTA and private sector investment.
- Strengthen government capabilities to deliver inclusive services, prioritizing marginalized groups such as displaced persons, the elderly, women, and individuals with disabilities. Empower Civil Society for meaningful participation in policy formulation, budgeting, implementation, and monitoring.
- Strengthen institutional capacities for gender-responsive budgeting and monitoring, facilitating women's empowerment to assert their political and economic rights and participation.
- Conduct targeted outreach programs to educate marginalized communities about their rights.
- Establish community-driven centers in remote regions to facilitate skill development, training, and market access.
- Facilitate the use of digital platforms to connect marginalized populations with economic opportunities.
- Develop inclusive value chains in agriculture, renewable energy, and eco-tourism sectors.

Output 3.2: National and sub-national governance institutions have improved coordination mechanisms, transparent processes, efficient resource management, and evidence-based decision making for effective, gender-responsive service delivery [UNDP, UNWomen, IOM, UNIDO, UNFPFA, UNIDO, ILO. UNAIDS, ILO, UNICEF]

Rationale

Sierra Leone experience weak coordination and decentralization of services. The weak coordination among various levels of government and across different sectors often leads to duplication of efforts, inefficient resource allocation, and fragmented service delivery. Ambiguous processes and limited transparency erode public trust and accountability, making it difficult to ensure that services reach their intended beneficiaries, especially marginalized and vulnerable groups, and that human rights are protected. Furthermore, inefficient management of resources, including financial, human, and physical resources, can result in wastage, misappropriation, and inadequate service provision. The UN recognizes the importance of supporting improved decentralization and strengthening governance institutions in Sierra Leone to ensure effective, gender-responsive service delivery.

Key Interventions

To deliver on this output, the UN will undertake the following interventions in collaboration with the government and key stakeholders:

- Support public sector systems reviews of ministries, departments, and agencies' structures, systems, and processes to enhance public service delivery and public financial management at national and sub-national levels.
- Support development of comprehensive national performance assessment system, e-Governance platform for enhanced transparency and accountability.
- Promote rights-based and decentralized governance structures with improved planning, budgeting and coordination mechanisms to foster greater local ownership, accountability, and responsiveness to the unique needs of communities, leading to more tailored and effective service delivery and enhanced participation in planning and budgeting processes.
- Scale-up existing programs for inclusive community decision making and grievance redress, using the Fambul Tok approach.
- Provide MDAs with capacity building for efficient resource management which can lead to better allocation and utilization of human, financial, and physical resources, maximizing the impact of service delivery efforts and reducing waste and inefficiencies.
- Strengthen governance institutions' capacity in generating and using data for decision making, with a focus on gender-responsive service delivery and better addressing needs of women, girls, and other marginalized groups.
- Support the development of a government framework for the reintegration of returned Sierra Leoneans.
- Strengthen the implementation of border governance policies and the Global Compact on Migration.

Output 3.3: Democratic institutions at all levels are strengthened to be inclusive, accountable, transparent, gender-responsive and rights compliant for enhanced rule of law, equity, and peaceful coexistence [UNDP, UNICEF, UNFPA, UNWOMEN, UNAIDS, IOM, UNESCO....]

Rationale

In Sierra Leone, democratic institutions at various levels face significant challenges ranging from inclusivity, accountability, transparency, and compliance with human rights and the rule of law. These challenges undermine equity, peaceful coexistence, and the overall democratic fabric of the country. In particular, inadequate inclusive and participatory processes can lead to the marginalization of certain groups, particularly women, youth, and hard-to-reach communities, hindering their ability to access their fundamental rights and entitlements. The weak compliance with human rights principles and the rule of law can lead to violations of fundamental freedoms and discrimination, undermining social cohesion and peaceful coexistence. Considering these challenges, the UN through this output will support the strengthening of democratic institutions at all levels in Sierra Leone to enhance human rights, rule of law, equity, equality, transparency and accountability.

Key Interventions

The UN will undertake the following interventions to deliver on this output:

- Strengthen democratic institutions to be inclusive and participatory by ensuring that the voices and perspectives of all segments of society, including women and marginalized groups are represented, and considered in decision-making processes, fostering a more equitable and representative democracy.
- Strengthen the infrastructure for peace, social cohesion, conflict prevention, mediation, and reconciliation, addressing inequalities, promoting economic transformation, and emphasizing women, youth, peace, and security.
- Supporting mechanisms for accountability and transparency within democratic institutions, including to fight corruption, to build public trust, while upholding the principles of good governance, so that institutions operate in a manner that is open, predictable and subject to public scrutiny.
- Support security sector reform and strengthen national capacities to anticipate and respond to threats to peace, security, and stability at national, community, and cross-border levels.
- Support government to develop tools to inform youth about risks of irregular migration Strengthen democratic institutions to be gender-responsive and compliant with women's rights by addressing gender-based discrimination, promoting equal opportunities, and empowering women and persons with disabilities to participate fully in political, economic, and social spheres.
- Support inclusive and accountable justice delivery, involving law reforms, gender justice, timely legal representation, and improved case management.
- Support the protection of fundamental human rights, non-discrimination, and the promotion of a just and equitable society, where the rights of all individuals are respected and upheld.
- Promote dialogue, and foster social cohesion, reducing the risk of conflicts and promoting peaceful coexistence among diverse communities.
- Support the government in strengthening civic education and engagement for peace, non-violence and social cohesion and in reinforcing media and information literacy.

Key Measures for Success for Outcome 3

1. Country Policy and Institutional Assessment (CPIA) overall score
2. Corruption perception index score (0-100)
3. Peace Index ranking
4. Overall score on Mo Ibrahim Index of African Governance (IIAG
5. Multi-Dimensional Poverty Index
6. Global Gender Gap Index
7. Transformation Index (economic)

PARTNERSHIPS AND FINANCING

The UN will partner with government, civil society, volunteerism organizations, international financial institutions (IFIs), and the private sector to support the social and economic transformative pathway in Sierra Leone. Partnership with CSOs will be vital in advancing social and environmental issues, such as efforts to fight sexual and gender-based violence, activities to promote disability rights and inclusion, and efforts to advance stewardship of forest and coastal assets. IFIs are well-positioned to partner with the UN to ensure that remote and hard-to-reach communities benefit from infrastructure development and to support major programs addressing climate mitigation and adaptation priorities.

The UNCT will seek ways to expand on partnerships with the private sector in Sierra Leone, although this sector is very underdeveloped and consists primarily of small enterprises. The UN will capitalize on the potential to support the development and growth of small and medium-sized enterprises and to help link them with larger enterprises and trading partners, especially to develop the agricultural value chain under Outcome 1. Private sector can also contribute to expansion of Technical and Vocational Education and Training (TVET) programs under Outcome 2 by supporting curriculum development and providing trainers.

The UN will work collaboratively with development banks and bilateral cooperations to foster enterprise growth and trade and to expand climate finance geared towards the country's mitigation and adaption priorities. IFIs will also be key partners for infrastructure development, including in WASH, clean energy, and digital connectivity.

Ongoing partnerships will be sustained with regional multi-state institutions, such as the Mano River Union, the Economic Community of West African Sates (ECOWAS) and the African Union (AU), to promote peace and stability in the sub-region in support of Outcome 3.

The UN will partner with Statistics Sierra Leone to produce reliable data for monitoring the implementation of the MTNDP, the SDGs and the Cooperation Framework.

Funding of planned UNSDCF activities will consist of core resources from UN agencies, as well as complementary sources of finance including, but not limited to, pooled funds (including UN multi-partner trust funds and global climate funds), south-south cooperation, partnerships with IFIs, philanthropy (private foundations), blended finance arrangements with banks and the private sector, and bilateral and multilateral development funds, including grant programs. These options will be outlined in detail in the Partnership and Resource Mobilization Strategy to be developed as a companion document to the Cooperation Framework. The strategy will include discussion of which sources of finance are best suited to different outputs under the UNSDCF.

CROSS-BORDER DIMENSION

Sierra Leone is a member of the Mano River Union (MRU) sub-region, together with Guinea, Liberia, and Cote d'Ivoire. The MRU aggregated GDP of about US$78 billion represents a sizeable economic space in West Africa[44]. However, natural resource dependence, low economic diversification, industrial underdevelopment, unemployment, and multidimensional poverty, reproduce cycles of economic uncertainty in each of the countries of the Union.

Sierra Leone is also an active member of the Economic community of West African States (ECOWAS). The country cross-border strategy is largely based on the Consolidated Fourth Protocol of the Mano River Union and ECOWAS' protocols, agreements and policies.

MRU and ECOWAS member states have agreed to implement common policies of cooperation and development in all areas of economic activity, trade, peace, security as well as in the social and cultural affairs. While there are a variety of examples of cross border initiatives and support at sub-regional level, more attention is required to address common elements of fragility, particularly on coastal and border regions. This includes increasing opportunities for: (i) cross-border trade, including in the informal sector, value chains and sectors where a subregional approach is an essential element of unlocking opportunity; (ii) the health sector, which has proved to be challenged by the cross-border spread of deadly viruses; (iii) protection of environment and prevention of illegal exploitation of natural resources, which also increases border insecurity; among other areas.

Common language and cultural and family cross-border ties are factors that can be built on to boost cooperation and trade, promote regional unity and solidarity and, also, prevent the occurrence of transnational criminal activities, such as illegal trafficking of persons, goods and drugs.

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[44] World Bank, Countries and Economies, 2019 (from https://data. worldbank.org/country, 14 June 2021)

CHAPTER 3

COOPERATION FRAMEWORK IMPLEMENTATION PLAN

UNCT Configuration

A UNCT Configuration document was developed through a consultative process involving all UN agencies that are signatories to this UNSDCF. It maps out the technical and functional capacities and financial resources currently available, as well as those that need to be mobilized by each agency. Based on the priority areas, theUNCT in Sierra Leone has been reconfigured to include 20 agencies. Among these, 16 agencies maintain a resident presence, while four (4) are non-resident agencies. This document will be shared with the Government of Sierra Leone and will serve as the foundation for joint resource mobilization, enhancing transparency and accountability. Furthermore, the UN system will leverage the mobilization of national and international UN volunteers from United Nations Volunteers' (UNV's) talent pool to bridge capacity, skills and financing gaps, and promote South-South and Triangular cooperation through skills transfer.

COOPERATION FRAMEWORK GOVERNANCE

The United Nations system in Sierra Leone will work closely with the Government of Sierra Leone to implement the Cooperation Framework through a collaborative and coordinated approach (see Figure 4). In this regard, a national Steering Committee will be established to oversee the overall implementation of the UNSDCF. The UN Resident Coordinator will provide overall leadership and strategic guidance to the UNCT in driving the implementation of the Cooperation Framework.

The UNCT, comprising heads of all UN agencies, funds, and programs operating in Sierra Leone, will be responsible for the overall implementation and achievement of the Cooperation Framework's outcomes. The UNCT will leverage the capabilities and resources of resident and non-resident UN entities, regional and global bodies, to ensure a coherent and coordinated response to Sierra Leone's development priorities.

To enhance internal coordination and accountability, the UNCT will establish Results Groups (RGs) aligned with the Cooperation Framework's strategic priority areas. These Results Groups will be responsible for developing budgeted multiyear Joint Work Plans (JWPs), monitoring progress, and reporting on key deliverables and results to the UNCT and the UNSDCF steering committee. Specific thematic working groups will be established, namely: Prevention of Sexual Exploitation and Abuse, Youth, Disability Inclusion, HIV, Gender and Emergency Preparedness and Response.

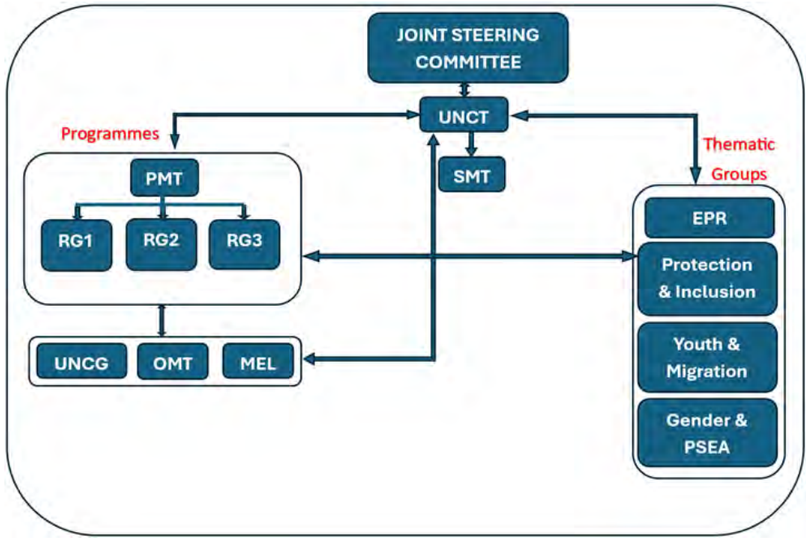

Figure 3: The Cooperation Framework Governance structure

JOINT NATIONAL STEERING COMMITTEE

The Joint National Steering Committee will serve as the highest-level coordination and oversight body for the Cooperation Framework implementation. The committee will be co-chaired by the UN Resident Coordinator and a representative of the Government of Sierra Leone, ensuring strong national ownership and government leadership.

The membership of the Joint National Steering Committee will include heads of UN agencies, representatives of key line ministries, civil society organizations, Volunteer Involving Organizations (VIOs), and private sector representatives. This diverse composition will foster multi-stakeholder engagement and collaboration in driving the Cooperation Framework's implementation.

The Joint National Steering Committee will meet at least twice a year to review progress, provide strategic guidance, and recommend adjustments to the Cooperation Framework to respond to emerging priorities and contextual changes in Sierra Leone. Terms of Reference will be developed to guide the committee's operations during the UNSDCF implementation. The committee will also be responsible for endorsing any revisions to the Cooperation Framework's outcomes and outputs to ensure their continued relevance and alignment with national development priorities.

UN COUNTRY TEAM (UNCT)

The UNCT will be the primary inter-agency body responsible for the overall implementation and management of the Cooperation Framework in Sierra Leone. Under the leadership of the UN Resident Coordinator, the UNCT will oversee the work of the Results Groups (RGs) and the Thematic Working Groups (TWGs), ensure coherence and synergies across UN agencies' contributions, and be collectively accountable for the Cooperation Framework's outputs and outcomes. To facilitate the coordination of the RGs, an interagency Program Management Team (PMT) will be established and will report directly to the UNCT.

The UNCT will also be responsible for commissioning an independent evaluation of the Cooperation Framework in its final or penultimate year, to inform the development of the subsequent UN partnership framework. This will be complemented by individual agency evaluations of their specific programming instruments.

The Joint National Steering Committee will meet at least twice a year to review progress, provide strategic guidance, and recommend adjustments to the Cooperation Framework to respond to emerging priorities and contextual changes in Sierra Leone. Terms of Reference will be developed to guide the committee's operations during the UNSDCF implementation. The committee will also be responsible for endorsing any revisions to the Cooperation Framework's outcomes and outputs to ensure their continued relevance and alignment with national development priorities.

PROGRAMME MANAGEMENT TEAM (PMT)

Programme Management Team (PMT), which will be under the supervision of the UNCT, will be comprised of the co-chairs of the RGs and chaired by a head of agency appointed by the UNCT.

The key responsibilities of the PMT will be to provide quality assurance on the work of the Results Groups, provide advisory support to the UNCT and the Joint National Steering Committee on inter-agency programmatic issues, and ensure synergies and coherence in the overall UN programming and implementation approach. The PMT will play a crucial role in identifying joint programs and opportunities for collaboration across the UN agencies.

RESULTS GROUPS

Aligned with the Cooperation Framework's strategic outcome areas, Results Groups will be established to provide leadership, coordination, and accountability for the design and implementation of interventions towards the targeted outcomes. Each Results Group will be co-chaired by a head of agency appointed by the UNCT, with membership comprising relevant UN agency representatives, whether resident or non-resident.

The Results Groups will be responsible for formulating annual Joint Work Plans (JWPs), monitoring progress of implementation, and preparing mid-year and end-of-year reports to the UNCT on key deliverables and results.

The JWPs will articulate the specific activities, outputs, and resource requirements for each UN agency's contribution towards the targeted outcomes. The JWPs will be designed in close consultation with the Government of Sierra Leone, ensuring alignment with national development priorities and commitments. They will be organized not only by strategic priority but also by relevant line ministries and government institutions to facilitate joint planning and commitment.

THEMATIC GROUPS

Thematic Groups will provide coordination and accountability for implementing the interventions to achieve the set outputs and outcomes. Thematic Group's tasks will be determined in their specific Terms of References which will be adopted by the UNCT. These groups are inclusive, welcoming membership from UN bodies even if they are not physically present in the country.

OPERATIONAL MANAGEMENT TEAM (OMT)/ BUSINESS OPERATIONS STRATEGY (BOS)

Under the Leadership of the Operational Management Team (OMT), the UN system in Sierra Leone will implement the UN's Global Business Operations Strategy (BOS) to drive cost-efficiency and quality of operational support. The BOS will help create synergies, efficiencies, and productivity gains in the UN's administrative and operational processes, enhancing the overall effectiveness of the Cooperation Framework implementation.

The UN's Operations Management Team will be responsible for overseeing the implementation of the BOS, ensuring that the UN's operational support aligns with the strategic priorities and priorities of the Cooperation Framework.

The UN system agencies will provide support to the development and implementation of activities within the Cooperation Framework, which may include technical support, cash assistance[45], supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system entities' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual workplans and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the Cooperation Framework. These budgets will be reviewed and further detailed in the workplans and project documents. By mutual consent between the Government and the UN development system entities, funds not earmarked by donors to UN development system agencies for specific activities may be re-allocated to other equally worthwhile programmatic activities.

[45] See also DCO Mandatory HACT text provided under the legal annex attached.

MONITORING, EVALUATION AND LEARNING PLAN

MONITORING IMPLEMENTATION OF THE JOINT WORK PLANS

The Cooperation Framework's monitoring plan will be aligned with the global and national Sustainable Development Goals (SDGs) monitoring framework adopted by the Government of Sierra Leone. The Monitoring, Evaluation and Leaning (MEL) Working Group, comprising M&E focal points from UN agencies and coordinated by the Resident Coordinator's Office, will provide technical support in designing and implementing the Cooperation Framework's monitoring and evaluation plan.

The MEL Working Group will be responsible for ensuring data quality assurance, developing appropriate indicators, and guiding the Results Groups and UNCT on evidence-based progress reporting. Custodians of global and national SDGs indicators will be appointed within each Results Group to help coordinate the reporting.

Output-level indicators will be monitored annually through the Cooperation Framework's review process, allowing for a systematic assessment of progress made towards the higher-level outcomes. The United Nations Information (UNINFO) platform will be utilized as a central tool for tracking implementation progress and enhancing the UN system's transparency and accountability.

ANNUAL PERFORMANCE REVIEW AND RESULTS REPORTING

The Cooperation Framework will be subject to an annual review process to measure overall progress towards the planned results, monitor risks, identify key opportunities and challenges, and reflect on experience to inform decision-making and the necessary corrections.

The UN Results Groups with support from the Monitoring, Evaluation and Learning Working Group will prepare annual reports on the implementation progress of the Cooperation Framework, which will be submitted to the Joint National Steering Committee for approval. This report will provide evidence-based analysis to the Government of Sierra Leone and partners, highlighting any necessary adaptations in UN programming to ensure continued relevance and effectiveness in the changing context. The annual report will also highlight emerging risks that could hamper successful implementation and need to be addressed by the Cooperation Framework steering committee.

The annual review process will also serve as an opportunity to assess the UN system's ability to provide strategic policy advice, technical assistance, and capacity development support to the Government and other stakeholders in Sierra Leone.

EVALUATION PLAN

A costed Monitoring and Evaluation plan for the UNSDCF will be developed by the MEL Group and approved by the UNCT to support continuous monitoring, learning and the UNSDCF's final evaluation.

A final independent evaluation of the Cooperation Framework will be conducted in the penultimate year of its implementation, leading up to the preparation of the next programming cycle.

The evaluation will be undertaken by an independent consultant or team of consultants, commissioned by the UN Resident Coordinator, and will follow the United Nations Evaluation Group's standards and norms.

The UNCT will identify an evaluation manager, while the Results Groups will facilitate the process and provide quality assurance through the UN Data/MEL Working Group. The evaluation will ensure an inclusive and participatory approach, involving all key stakeholders, including the Government of Sierra Leone, to ensure the independence and impartiality of the exercise.

The timing of the final evaluation will be designed to benefit from individual agencies' country program evaluations and to ensure that the lessons learned and recommendations can inform the development of the next Cooperation Framework process.

RISK MANAGEMENT

Table 4 presents an analysis of the potential risks to implementation of the CF and the suggested mitigation measures for averting or handling of those risks.

NO	RISK	EFFECT	MITIGATION MEASURE
1	Shocks (climate, pandemic, pests, disease) undermine agricultural production, food sufficiency and human and animal health.	Environmental impacts from climate change might undermine agricultural production, exacerbate food insecurity, and disrupt access to essential social services, especially for vulnerable populations.	To mitigate this risk, the UN will support the government through the early warning systems and response, in addition to promoting community resilience and sustainable agricultural policies and practices.
2	Limited access to finance	Constrained financial landscape, with funding from the donor community shrinking could hinder the successful implementation of the Cooperation Framework.	To address this risk, the UN will develop and implement a comprehensive resource mobilization strategy, leveraging on the SDG financing mechanism, the Global Environment Funding (GEF) and other regional and global financing platforms.
3	Political instability and accountability.	Political instability and conflicts can hinder development by causing economic decline, social unrest, and insecurity.	The UN will leverage on the current peaceful context and consolidate the results achieved by the peacebuilding programmes, particularly aiming to strengthen dialogue and social cohesion, focusing on youth.
4	Resistance to change of communities and beneficiaries.	The implementation of the Cooperation Framework will lead to changes in policies, practices, and the behavior of beneficiaries, such as adopting sustainable agricultural and environmentally friendly waste management practices.	Anticipating resistance to these changes, the UN plans to actively involve community members in planning and decision-making processes. This includes seeking their input, considering their suggestions, and making them feel part of the change process. Documenting success stories and using them to raise awareness will help increase acceptance of the changes, thereby contributing to the sustainability of the results.

Table 4: Risk management

ANNEX 1: UNSDCF Result Framework

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

PILLAR 1: FOOD SYSTEMS, NATURAL RESOURCE MANAGEMENT AND CLIMATE CHANGE

OUTCOME 1: People in Sierra Leone, especially the most vulnerable, are food and nutrition secure, benefit from effective natural resource management, are resilient to the effects of climate change, and equipped to prevent and respond to disasters

INDICATORS	BASELINES (2025)	TARGETS (2030)	SOURCE / MOV	Responsible
1.1: Prevalence of stunting (height for age <-2 standard deviations from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age	26.2% (Indicate source and year)	9%	DHS/MICS/National Nutrition Survey	UNICEF/WFP/WHO
1.2: Proportion of land that is degraded over a total land area	20.0% of the total land (2019, UNCCD)	15%	UNCCD Report from Sierra Leone 2022	UNDP/FAO
1.3: Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) Disaggregated by district	24.2% (DIEM Feb. 2024)	20%	DIEM monthly report	FAO/ IFAD/WFP
1.4: Percentage of national public finance directed to conservation, biodiversity, sustainable use of natural resources and disaster risk reduction	TBD	5% increase	Annual National Budget	FAO/UNDP

PILLAR 1: FOOD SYSTEMS, NATURAL RESOURCE MANAGEMENT AND CLIMATE CHANGE

OUTPUT 1.1: Farmers, fisherfolks, and nature-based SMEs adopt sustainable practices and standards and benefit from increased access to technology, finance, information, and facilities for improved income, livelihoods, and production of diverse, safe and nutritious food.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINES (2025)	TARGETS (2030)	SOURCE / MOV	Responsible
1.1.1: Number of new or updated sectoral and/or cross-sectoral policies, strategies, systems to address challenges of food production	5 policies, standards and compliance (testing, certification & inspection) on: Selected value crops, mechanization, cattle settlement, irrigation, sanitary & phytosanitary SPS) & seed	4 additional policies, standards and compliance: (Develop and popularize investment plan for Feed Salone, Develop and rollout Crop Compensation Policy, Review Forestry ACT), 2 standards & compliance developed and accredited as per AfCFTA & global export requirement.	National policy/program documents	FAO,IFAD,UNDP, ITC, UNIDO, IFAD
1.1.2: Number of households supported to adopt environmentally sustainable and climate-resilient technologies and practices	2000 farming households across the agricultural communities in the country	30,700	project evaluation reports/ impact assessment reports	IFAD/FAO/ WFP/UNIDO
1.1.3: Number of government institutions having strengthened harvesting regulations and policies for ending overfishing, illegal, unreported and unregulated (IUU) fishing or destructive fishing practices, or science-based management plans aiming to restore fish stocks to levels that can produce maximum sustainable yield as determined by their biological characteristics, with UN support	Disaggregation: Finishing management plans :0 Harvesting regulations:0 Policies for ending destructive fishing practices: 0 Policies for ending IUU fishing: 0 Policies for ending overfishing: 0	Disaggregation: • Finishing management plans:1 • Harvesting regulations:1 • Policies for ending destructive fishing practices:1 • Policies for ending IUU fishing :1 • Policies for ending overfishing:1	Annual reports/impact assessment reports	FAO/UNDP
1.1.4: Number of farmers benefiting from finance for income-generating activities with UN support	Total : 264,140 Disaggregation: Male: 105,656 Female : 158,484 PWD : 2,641 Youth : 171,691 Farmers – 17,887 (F 12250, M 5,637)	Total : 2,109,224 Disaggregation: Male: 846,889 Female : 1,270,334 PWD : 21,172 Youth : 1,482,057 Farmers – 20,000 (F 15,000, M 5,000)	Country programming evaluation report/project impact evaluation reports	FAO/IFAD/UNDP/ILO/ UN Women/ UNCDF/ UNIDO/ ITC

PILLAR 1: FOOD SYSTEMS, NATURAL RESOURCE MANAGEMENT AND CLIMATE CHANGE

OUTPUT 1.2: Government and community stakeholders ensure development and enforcement of laws and policies, monitoring, and management systems, to effectively manage waste and protect natural resources and valuable ecosystems.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINES (2025)	TARGETS (2030)	SOURCE / MOV	Responsible
1.2.1: Number of beneficiaries/people benefiting from sustainable and gender-sensitive community level tools and capacities to reduce waste production and promote waste management systems to minimize negative environmental impact of waste, with UN support	Total: 293 M: 166 F: 127	Total: 250,000 Male: 123,000 Female: 127,000	Agency annual report/ impact assessment report	UNDP/ UNICEF
1.2.2: Number of people directly benefitting from initiatives, with UN support, to protect nature and promote sustainable use of resources	Total :64,366 Disaggregation: Women:31,156 Men:33,210 Girls:1000 Boys:1500	Total : 486,792 Disaggregation: Women:244,869 Men:239,923 Girls:3000 Boys:2500	annual reports project terminal reports/ Feed Salone impact assessment report /climate change impact assessment report/agency annual reports	FAO/UNDP/ UN Women
1.2.3: Number of national policy instruments (including plans, strategies, legislation, partnerships) aimed at supporting the shift to effective management of natural resources, developed with UN support	9	7	Agency Annual Reports	UNDP/ FAO/
1.2.4: Number of hectares (ha) of degraded forest under a) Rehabilitation; b) Restoration, supported by the UN	a: 600 Ha rehabilitated. b: 1223Ha of degraded forest community forest restored.	a) : 1000 b) : 5,000	Agency annual report, project impact assessment reports	FAO/UNDP/IFAD
1.2.5: Percentage of households using cleaner cooking methods (consider moving to outcome indicators)	UNDP (0.8%)	20/30%	Annual report/impact assessment report	UNDP/ UNIDO

PILLAR 1: FOOD SYSTEMS, NATURAL RESOURCE MANAGEMENT AND CLIMATE CHANGE

OUTPUT 1.3: Gender-responsive prevention, preparedness, early warning, and response systems mitigate the impact of environmental, climate change and other disasters, especially in coastal communities and informal settlements.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINES (2025)	TARGETS (2030)	SOURCE / MOV	Responsible
1.3.1: Extent of gender-responsive Early Warning capacity in the country: a) Number of Early warning systems or mechanisms in place, with UN support b) Number of communities reached with early warning systems, with UN support	Total=26 Disaggregation: a) : 12 b) : 14 communities/districts	Total: 40 districts/communities Disaggregation: a) : 20 b) : 20 districts/communities	Annual report/project evaluation reports/project impact assessment report	UNDP/IOM/FAO/UNIDO
1.3.2: Number of community-level disaster risk committees capacitated and provided with tools to implement gender responsive disaster preparedness and prevention plans, including through volunteerism, with UN support	54 communities	94 communities	Annual report/impact assessment report	UNDP/IOMUNV
1.3.3: Existence of a National gender responsive disaster risk reduction (DRR) strategy adopted with UN support and implemented by the Government, in line with the Sendai Framework for DRR	NDRR Strategy Available: No	NDRR Strategy Available: Yes	agency annual report-	UNDP/WFP/ UNICEF
1.3.4: Number of local governments that design (in a participatory and gender-sensitive way) and adopt and implement gender-responsive local disaster risk reduction strategies in line with national disaster risk reduction strategies, with UN support	96 chiefdoms adopted & implemented gender-responsive -disaster risk reduction strategies across the country	197 chiefdoms	NDMA reports, UNDP Annual Report	UNDP, UNICEF

PILLAR 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT

OUTCOME 2: People in Sierra Leone, particularly most vulnerable groups in rural and hard-to-reach areas, have equitable access to quality, gender-responsive essential and social protection services and decent job opportunities.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINE (YEAR)		TARGET (2030)		SOURCE/ MOV	Responsible
2.1: Mortality ratios: a) Maternal mortality ratio	443, per 100,000 live births		219 per 100,000 live births		UNMEIG (UN Estimate, 2020), 2024-2030 SLMTNDP	WHO, UNFPA, UNAIDS, UNICEF, UNOPS
b) Under-5 mortality rate	101 per 1000 live births		50 per 1000 live births		IGME (UN Estimate, 2022)	UNICEF, WHO, UNAIDS, UNOPS
2.2: Percentage of children (Grade 2-3 and 5-6) achieving minimum proficiency levels in reading and mathematics	**Literacy** Total: 20.40 Male: 19.7 Female: 21.1	**Numeracy** Total: 15.48 Male: 17.0 Female: 14.0	**Literacy** Total: 35 Male: 34.2 Female: 25.6	**Numeracy** Total: 30 Male: 31.5 Female: 28.5	MICS, NLA	UNICEF, UNESCO, UNFPA
2.3: Percentage of women aged 20-24 married before age 18	29.6%		24%		MICS/DHS	UNICEF UNWOMEN UNFPA
2.4: Unemployment rate, by sex, age and persons with disabilities.	Youth unemployment: 60%		Youth unemployment: 40%		2030 MTNDP	ILO, IOM, UNDP, IFAD, UNIDO, UNCDF, UNICEF, UN Women
2.5: Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, migrants and the most vulnerable	National average: 4.4% Children: 0.8 Old persons: 7% PWD: 0		National: 10% Children: 5% Old persons: 15% PWD : 30%		National Social Protection Strategy for Sierra Leone 2022-2026, World Social Protection Report 2020–22, ILO, 2024-2030 MTNDP	ILO, UNICEF, UNAIDS, IOM, WFP, UNDP
2.6: Proportion of population using at least a) *basic* drinking water services and b) *basic* sanitation services, through UN support	a): 62.6% **Disaggregation by gender** Women :52% Men : 48%	b): 31.4%	a): 90% **Disaggregation by gender** Women : 52% Men : 48%	b): 80%	WASHNORM Survey, MTNDP 2024-2030	UNICEF, UNOPS
2.7: Proportion of population with access to electricity (disaggregated by source)	32% (2021)		60%		MTNDP	UNOPS, UNIDO, UNICEF, UNDP

PILLAR 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT

OUTPUT 2.1: People, especially the most vulnerable groups, have increased access to, and use of, quality essential, and social protection services which are participatory, gender-responsive and inclusive, including during emergencies.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINE (YEAR)		TARGET (2030)	SOURCE/ MOV	Responsible
2.1.1: Percentage of people benefiting from access to health services: a) Communicable diseases b) non-communicable diseases (NCD) c) Sexual and reproductive health and Family Planning (SRH and FP) d) Integrated management of childhood illnesses services e) services related to harmful practices (HP)	a) Immunization Coverage/ Children benefiting from Measles-Rubella	91% routine coverage	100% routine coverage	AIDS Info 2022 UNFPA Report National HMIS GBVIMS+	WHO, UNFPA, UNICEF,
	Number of women & girls who have received health services related to harmful practices (HP), including child early and forced marriage and female genital mutilation (FGM)	Girls: 311 Women: 175	Girls: 3000 Women: 2100	DHS 2019/DHS 2017, MICS 2024; DHS 2026	UN Women, UNFPA, UNICEF
	Percentage of pregnant women living with HIV who received ARVs to reduce the risk of mother to child transmission of HIV	82%	87%	AIDSinfo | UNAIDS	UNAIDS / UNICEF
	Percentage of PLHIV who know their status, on treatment, and virally suppressed	83%-83%-62%	95%-95%-95%	AIDSinfo | UNAIDS	UNAIDS / UNICEF
	-Thinness: Wasting of -Overweight -Obesity	5.2% 2.0% 0%	< 5% < 2% 0%	National Nutrition Survey, DHS, MICS	WFP, UNICEF, WHO
	c) Sexual and reproductive health (ANC, Skilled Attendant during birth, PNC, FP): C1) Antenatal Care (%) C2) skilled attendance at birth (%) C3) Post Natal Check-PNC (%)	C1: 98% C2: 86.9% C3: 86%	C1: 100% C2: 100% C3: 100%	DHS, MICS	UNICEF, UNFPA, WHO

PILLAR 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINE (YEAR)	TARGET (2030)	SOURCE/ MOV	Responsible
2.1.2 Number of national policies, and strategies on health including overall health or specific health areas such as nutrition policies, physical activity, sexual and reproductive health, non-communicable and communicable diseases, in accordance with human rights standards are developed and adopted, supported by the UN.	National Policies: 2 NHSSP: 1 Nutrition Policies: 2 HIV/AIDS NSP: 1	NHSSP Policy Updated Nutrition Policy (updated/ revised) HIV/AIDS NSP (updated/ revised)	Programme data	WHO, UNFPA, UNICEF, UNAIDS, WFP
2.1.3 Number of people directly benefiting from improved access to learning programmes on a) life skills and b) comprehensive sexuality education (CSE), developed and implemented with UN support.	44,496 **Disaggregation by age and gender** a) 25,410 (F:12,620, M:12,790) b) 21,303 (Girls)	155,000 **Disaggregation by age and gender** a) 120,000 (60,000M, 60,000 F) b) 35,000 (Girls)	UN Report, MBSSE Report, Annual School Census	UNFPA, IOM, UNESCO, UNICEF, UNAIDS, WFP, ILO
2.1.4 Number of laws and regulations, based on international human rights norms and standards, developed with UN support to: a) Eliminate violence against women and girls (EVAWG) including harmful practices (HP); b) Promote equal access to sexual and reproductive health (SRH) care, information, and education	a) 11 ((the GEWE Policy (2020), GEWE Act (2022), Domestic violence act, Sexual offences act, Gender Justice laws (2007 and 2009), The Radical Inclusion policy, National strategy for the Reduction of adolescent pregnancy and child marriage; The GBV Response strategy; National Male Involvement strategy for GBV prevention; National strategy on out of school children, Child Rights Act 2007 b) 5 (Sierra Leone RMNCAH Extended strategy, national family planning policy, National strategic policy on elimination of Cervical Cancer; National Health Policy; National Fistula strategy; Costed implementation plan for FP)	a) 4 additional (National strategy for the Reduction of Adolescent Pregnancy and Child marriage, National strategy for the elimination of FGM, National Youth Policy, Child Rights Act 2024 - b) 2 additional (RMNCAH strategy & Investment case; Safe motherhood Act)	UN Report	UNFPA, UNWOMEN, UNICEF, UNAIDS UNDP, ILO UNESCO

PILLAR 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT

OUTPUT 2.2: People, especially women and youth, have improved labour market-driven skills and increased financial inclusion for equitable and decent employment and business development opportunities.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINE (YEAR)	TARGET (2030)	SOURCE/ MOV	Responsible
2.2.1: Number of technical and vocational education and training (TVET) institutions with improved capacity to deliver training and assessments with UN support	0	20	UN Report	ILO, IOM, UNCDF, UNDP, UNWOMEN, UNIDO, UNESCO
2.2.2: Number of measures implemented with UN support to: a) Eliminate gender-based discrimination and segregation in the labour market; b) Increase women's access to and use of digital technologies, digital finance, e-commerce and digital value chains; c) Ensure women's economic security and empowerment; d) Address discriminatory gender and social norms, stereotypes and practices; and e) Promote the recognition, reduction, and redistribution of unpaid care and domestic work.	a): 1 b): 0 c): 0 d): 1 e): 0	a): 1 additional b): 1 c): 1 d): 1 additional e): 1	UN Reports	UNWOMEN, UNOPS, ILO, IOM, UNAIDS, UNFPA, WFP, UNICEF, IFAD, ITC
2.2.3: Number of cases in which business support organizations, workers' organizations and employers and business membership organizations have increased capacity to provide services to their members/clients to promote economic development, productive employment, and decent work, as a result of UN support.	0	15	Programme data	ILO, UNDP, IOM, UNIDO, IFAD, FAO, ITC
2.2.4: Number of people supported to access to; a) market-driven skills and b) finance and with UN support	a): 0 b): 0	a): 100,000 b): 75,000	UNCT Results Report	UNDP/ UNIDO/ UNICEF/ ILO/ FAO/ ITC/ IOM/ UNCDF/ UN Women/ IFAD

PILLAR 2: HUMAN CAPITAL, ESSENTIAL SERVICES AND EMPLOYMENT

OUTPUT 2.3: People, especially in rural and hard-to-reach areas, have access to inclusive, gender-responsive data, digital solutions, technology, clean energy, and other infrastructure.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINE (YEAR)	TARGET (2030)	SOURCE/ MOV	Responsible
2.3.1: Capacity (in megawatt) in installed renewable energy per technology, with UN support: a) Solar; b) Wind; and d) Hydro	a) Solar : 0 b) Wind : 0 c) Biomass : 0 d) Hydro : 0	a) Solar : 1 b) Wind: 0.5 c) Biomass : TBD d) Hydro : TBD	IRENA Renewable Energy Statistics 2023, MTNDP 2024-2030	UNOPS, UNIDO, WFP UNICEF
2.3.2: Number of people who, with UN support: a) Gained access to clean, affordable, and sustainable energy; and b) Benefitted from services from clean, affordable, and sustainable energy.	a) Women = 284,410 Men = 273,256 b) Women = 186,651 Men = 179,331	a) Women = 1,020,000 Men = 980,000 b) Women = 510,00 Men = 490,000	UNOPS report, MTDPN 2024-2030	UNOPS, UNIDO, WFP UNICEF, ILO
2.3.3: Number of communities/entities with improved access to quality, reliable, sustainable, and resilient digital infrastructure with UN support	0	100	Programme data, MoCTI reports, STATS SL	UNOPS, UNIDO, WFP, UNICEF
2.3.4: Data collection and analysis mechanisms/initiatives providing disaggregated data to monitor progress towards the Sustainable Development Goals (SDGs) and enhancing policy coherence for sustainable development, established/implemented with UN support.	**Initiatives** Low **Mechanisms** Low	**Initiatives** High **Mechanisms** High	STATS SL (MICS & DHS) WASHNORM, Nutrition Survey	UNFPA, IOM, ILO, UNAIDS. UNICEF, UNESCO, WHO UNWOMEN, WFP, UNECA

PILLAR 3: GOVERNANCE AND ECONOMIC TRANSFORMATION

OUTCOME 3: People in Sierra Leone enjoy transparent and accountable governance systems and economic transformation that guarantee peace, rights, and social cohesion, particularly among youth, women, marginalised and vulnerable groups.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINES (YEAR)	TARGETS	SOURCE/ MOV	Responsible
3.1: Country Policy and Institutional Assessment (CPIA) overall score	3.2 (2022) Score: 33%, 108th rank	3.3	CPIA	
3.2: Corruption perception index score (0-100)	(2023 score: 35 Rank 108/180)	38 score	CPI	
3.3: Peace Index ranking	Score: 1.79 (47th rank 2023)	2.0 score	GPI	
3.4: Overall score on Mo Ibrahim Index of African Governance (IIAG)	Ranked 53rd Score:23.2 (2021)	25 score	IIAG	
3.5: Multi-Dimensional Poverty Index	Score 0.322 2023	0.29	Global MPI	

PILLAR 3: GOVERNANCE AND ECONOMIC TRANSFORMATION

OUTPUT 3.1: People, especially marginalized and vulnerable groups in hard-to-reach communities, benefit from coordinated and effective implementation of policies and strategies enabling economic transformation.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINES (YEAR)	TARGETS	SOURCE/ MOV	Responsible
3.1.1: Number of policies developed or improved for the benefit of micro, small, and medium-sized enterprises (MSMEs) with business sector input, and promulgated or implemented, with UN support	a) Developed : 0 b) Improved : 0	a) Developed : 2 b) Improved : 2	Agency Specific report, MoF MoPED	UNDP, UNWomen, UNIDO, FAO, ILO, UNIDO, ITC
3.1.2: Number of measures implemented with UN support to a) Eliminate gender-based discrimination and segregation in the labour market; b) Increase women's access to and use of digital technologies, digital finance, e commerce and digital value chains; c) Ensure women's economic security and empowerment; d) Address discriminatory gender and social norms, stereotypes and practices; and e) promote the recognition, reduction, and redistribution of unpaid care and domestic work	a): 0 b): 0 c): 0 d): 0 e): 0	a) :1 b) :1 c) :1 d) :1 e) :1	Agency Specific report, Chamber of commerce, Assoc. of SME / Assoc. of Manufacturers, Stats-SL, MoTI, MoPED-SMEDA-SL	UNDP, UN Women, UNCDF, ILO, IOM, WFP, FAO, UNIDO, UNFPA, UNICEF, UNIDO, ITC
3.1.3: Number of policies, strategies, reports, tools and initiatives developed or improved for promoting inclusive and sustainable trade and economic transformation.	2	10	Agency Specific report, AFCFTA National strategy and guidelines	UNDP, UN Women, UNCDF, ILO, IOM, WFP, FAO, UNIDO, UNECA, ITC
3.1.4: Number of new revised national, and local development and sectoral policies that integrate migration and recognize migrants as contributors for sustainable development developed with UN support and implemented by the Government.	Disaggregation: a) National : 1 b) local : 4 city profiles c) sectoral : 2 border governance / trafficking	a) National : 1 b) local : 4 city profiles c) sectoral : 2 border governance / trafficking	IOM specific Report	IOM, UNAIDS ILO, UNDP
3.1.5: Number initiatives undertaken to support advancement of Integrated National Financing Framework (INFF) recommendations with UN Support	0	2	Agency Specific report, MoF MoPED NaMED	UNDP,

PILLAR 3: GOVERNANCE AND ECONOMIC TRANSFORMATION

OUTPUT 3.2: National and sub-national governance institutions have improved coordination mechanisms, transparent processes, efficient resource management, and evidence-based decision making for effective, gender-responsive service delivery.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINES (YEAR)	TARGETS	SOURCE/ MOV	Responsible
3.2.1: Number of new measures that improved agility and responsiveness of national and local governance institutions, with UN support, for: a) gender responsive basic service delivery; and b) prevention of violence and conflicts	a) :0 b) :0	a) : 3 b) :3	Agency Specific report	UNDP, UNWomen, IOM, UNIDO, UNFPA, ILO, UNICEF, ITC
3.2.2: Level of meaningful participation of right holders, especially women and discriminated groups, in selected public processes, supported by the UN [scale: 1-4 negative to significant]	2	4	Agency Specific report, MoF MoPED	UNDP, UNWomen, IOM, UNIDO, UNFPA UNAIDS, ILO, UNICEF
3.2.3: Number of new people registered with legal identity, with UN support disaggregated by gender,	Total=587,826 (2021-2023) Disaggregation: a) Male: 261,646 b) Female: 260,095	Total=1,600,000 Disaggregation: a) Male: 712,000 b) Female: 888,000	Agency Specific report, NCRA MoH, CRVS	UNICEF, UNDP, IOM, UNECA
3.2.4: Number of mechanisms and initiatives in place at national and sub-national levels for enhanced public service delivery (a) coordination; and (b) resource mobilization	Baseline (2023): a): 2 b): 1	Target (2030): a): 4; b): 2	MPAPA MOPED MLGCA MOF	UNDP UNICEF UNIDO IOM
3.2.5 Level of establishment of measures developed/implemented with UN support to advance women's and girl's leadership and equal participation in decision making; a) Public institutions; b) Elected positions, including parliaments and local governments; c) Judiciary; d) Mediation, reconciliation and peacebuilding mechanisms; (Scale: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, 4 = In place)	a):2 b):2 c):1 d):1	a): 4 b): 4 c): 3 d): 3	Agency Specific report	UN Women, UNDP UNFPA, UNICEF

PILLAR 3: GOVERNANCE AND ECONOMIC TRANSFORMATION

OUTPUT 3.3: Democratic institutions at all levels are strengthened to be inclusive, accountable, transparent, gender-responsive and rights compliant for enhanced rule of law, equity, and peaceful coexistence.

CF Results Framework (2025-2030)

Vision: By 2030 people in Sierra Leone are food secure, resilient, able to access quality essential services, supported by an inclusive governance system and an environmentally sustainable economy

INDICATORS	BASELINES (YEAR)	TARGETS	SOURCE/ MOV	Responsible
3.3.1: Extent to which oversight, accountability, or protection mechanisms, especially on civic space, that conform to international human rights standards, are in place and/or functioning, with UN support (Scale: partial, substantial or full)	Partial	Substantial	Agency Specific report, Chief Minister's office MPAPA OVP	UNDP UNWomen UNAIDS, UNICEF
3.3.2: Number of gender responsive, conflict sensitive development institutions, policies, plans, or cross border initiatives in place, with UN support, that promote and protect human rights, prevent systemic human rights violations to: a) Address conflict drivers; b) Strengthen social cohesion; c) Prevent risk of conflict, including climate security; and d) End all forms of violence, promote the rule of law, and ensure equal access to justice for all	a):3 b): 2 (NDP+ICPNC) c) : 0 d):3	a): 6 b):2 (NDP+ICPNC) c): 3 d):3	Agency Specific report, ICPNC MoPED MPAPA	UNDP UNFPA, UNWomen UNICEF IOM UNAIDS
3.3.3: Number of voters, registered disaggregated by sex and PWD	3,374,258 (Male: 1,614,729 Female: 1,759,529, PWD: 22,385) Baseline (2022)	3,500,000 (Male: 1,680,000 Female: 1,820,000 PWD: 23,240)	ECSL	UNDP, UNWomen
3.3.4: Number of national and sub-national initiatives, policies, and strategies to protect and promote a) civil society to function in the public sphere and contribute to sustainable development; b) Inclusive spaces, mechanisms and capacities for public dialogue; c) Access to reliable information on issues of public concern, developed with UN support	a): 1 b): 1 c):1	a): 3 b): 3 c): 3	MoICE, report, Civil Society reports, OVP reports	UNDP UN Women, UNFPA, UNICEF, UNAIDS
3.3.5: Number of people accessing justice, disaggregated by gender and PWD and Youth	6,383 (Male: 3,406 Female: 2,977, PWD: NA, Youth: NA)	3,500,000 (Male: 1,680,000 Female: 1,820,000 PWD: 23,240)	MoJ reports, Legal Aid lab report, Human Rights Commission	UNDP, UNWomen, UNICEF

ANNEX 2 : UNSDCF Legal Annex

1. Whereas the Government of Sierra Leone (the "Government") has entered into the agreements listed below with the United Nations, including its Funds, Programmed and other subsidiary organs, and other organizations of the United Nation's system ("UN System Organizations"), which are applicable to their programme activities in Sierra Leone (the "UN Agreements") under the United Nations Sustainable Development Cooperation Framework (the "Cooperation Framework");

2. Whereas the UN Agreements, together with the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (the "General Convention") and/or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (the "Specialized Agencies Convention") as applicable, form the primary existing legal basis for the relationship between the Government and each UN System Organization for supporting the country to deliver on the Cooperation Framework, and are non-exhaustive and without prejudice to any other legal instruments the Government may enter into, including additional agreements with UN System Organizations for the purpose of their activities in the country:

a) With the United Nations Development Programme (UNDP), a basic agreement to govern UNDP's assistance to the country, which was signed by the Government and UNDP (the "Standard Basic Assistance Agreement" or "SBAA"), which is one of the predecess or legal entities of UNDP (the "Basic Agreement") on 21 December 1977. This Cooperation Framework, together with a joint results group work plan specifying UNDP programme activities further to this Cooperation Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference), constitute together a "project document" as referred to in the SBAA. The implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.

b) With the United Nations Children's Fund (UNICEF), a Basic Cooperation Agreement (BCA) was concluded between the Government and UNICEF on 17 May 1984 and revised on 26 April 1993 which serve as the legal foundation of the country-led development and implementation of recurrent cycle of five years country programme cooperation to improve the situation of children and to ensure child rights fulfilment in Sierra Leone.

c) With the World Food Programme (WFP), a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 8 April 2004.

d) With the United Nations Population Fund (UNFPA), the fund is covered under the UNDP Standard Basic Agreement signed on 21 December 1977.

e) With the United Nations Industrial Development Organization (UNIDO), The Government of the Republic of Sierra Leone agrees to apply to the present project, mutatis mutandis, the provisions of the Standard Basic Assistance Agreement between the United Nations Development Programme and the Government, signed and entered into force on 21 December 1977.

f) With the Food and Agriculture Organization of the United Nations (FAO), the Agreement for the opening of the FAO Representation in Sierra Leone on the 25 April 1978.

g) With the International Labour Organization (ILO), the "[1947 Convention on the Privileges and Immunities of the Specialized Agencies - (covers ILO whether in country or not)]" concluded between the Government and ILO on 13 March 1962.

h) With the World Health Organization (WHO), a [Basic Agreement for the Provision of Technical Advisory Assistance signed by the Government and WHO on 19 June 1962 and by WHO on 9 April 1962.

i) With the International Organization for Migration (IOM), "["Cooperation Agreement Between the Republic of Sierra Leone and the International Organization for Migration." Granting IOM, privileges and immunities by virtue of the 1947 Convention on the Privileges and Immunities of the Specialized Agencies]" concluded between the Government and IOM on 23 March 2001.

j) With the United Nations Capital Development Fund (UNCDF), [The United Nations Capital Development Fund (UNCDF) is covered by the SBAA between the Government of Sierra Leone and UNDP signed on 21 December 1977]

k) With the United Nations Office for Project Services (UNOPS), [an Exchange of Letters concluded on 17 October 2012, providing for the application mutatis mutandis between UNOPS and the Government of the Republic of Sierra Leone of the Agreement between the United Nations Development Programme (UNDP) and the Government of the Republic of Sierra Leone signed on 21 December 1977]

l) With the United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN), the Government has agreed, by an exchange of letters concluded on 16 November 2015, that the SBAA between UNDP and the Government signed on 21 December 1977 be applied mutatis mutandis between UNWOMEN and the Government

m) With the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNAIDS is a joint and co-sponsored programme of the United Nations system established by ECOSOC resolutions 1994/24 and 1995/2. The World Health Organization (WHO) is one of its co-sponsoring organizations and provides administration to it. Consequently, UNAIDS is covered under the terms and conditions of the 1947 Convention on the Privileges and Immunities of the Specialized Agencies through the World Health Organization.

n) With the International Fund for Agricultural Development (IFAD), [the Agreement between the Republic of Sierra Leone and IFAD on the Establishment of the

IFAD Country Office signed on 20 December 2012 and the Agreement Establishing IFAD that the Republic of Sierra Leone signed on 15 February 1977 and ratified on 14 October 1977]

3. With respect to all UN System Organizations: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions, decisions, rules and procedures of each UN System Organization.

4. Without prejudice to the above, the Government shall:

(i) apply to each UN System Organization and its property, funds, assets, officials and experts on mission the provisions of the General Convention and/or the Specialized Agencies Convention; and

(ii) accord to each UN System Organization, its officials and other persons performing services on behalf of that UN System Organization, the privileges, immunities and facilities set out in the UN Agreement applicable to such UN System Organization.

5. United Nations Volunteers performing services on behalf of a UN System Organization shall be entitled to the privileges and immunities accorded to officials of such UN System Organization.

6. Any privileges, immunities and facilities granted to a UN System Organization under the Cooperation Framework shall be no less favourable than those granted by the Government to any other UN System Organization signatory of the Cooperation Framework.

7. Without prejudice to the UN Agreements, the Government shall be responsible for dealing with any claims which may be brought by third parties against any of the UN System Organizations and their officials, experts on mission or other persons performing services on their behalf, and shall hold them harmless in respect of any claims and liabilities resulting from operations under the Cooperation Framework, except where it is mutually agreed by the Government and the relevant UN System Organization(s) that such claims and liabilities arise from gross negligence or misconduct of that UN System Organization, or its officials, or persons performing services.

8. Nothing in or relating to this Cooperation Framework shall be deemed:

(i) a waiver, express or implied, of the privileges and immunities of any UN System Organization; or

(ii) the acceptance by any UN System Organization of the jurisdiction of the courts of any country over disputes arising from this Cooperation Framework, whether under the General Convention or the Specialized Agencies Convention, the UN Agreements, or otherwise, and no provisions of this Cooperation Framework shall be interpreted or applied in a manner, or to an extent, that is inconsistent with such privileges and immunities.

ANNEX 3: Monitoring, Evaluation and Learning Plan

Description of Activities	Objective	Lead	Contributors/ Support	Frequency	2025	2026	2027	2028	2029	2030
Data Collection and Research										
Review and update Common Country Analysis	Strengthen situational monitoring through reflection on the changes in Country context, operating environment	RCO	PMT, RGs, Thematic Groups	Annual	●	●	●	●	●	●
Assessment of UN institutional commitments on gender and human rights, including Gender Scorecard, Gender Parity Strategy, and PSEA Action Plan	Ensure gender and human right baseline data and targets are fully provided at the beginning of the Cooperation Framework, including relevant agency disaggregation	RCO	Gender & PSEA Group	Annual	●	●	●	●	●	●
Planning and Monitoring										
Develop and monitor Joint Work Plans (JWPs)	To operationalize the Cooperation Framework, identify opportunities to enhancing multi- agency collaboration, e.g., through joint programmes.	RCO	RGs, PMT, & MEL Group	Rolling basis	●	●	●	●	●	●
Convene Joint Steering Committee Meeting	The keep track of the implementation of the Cooperation Framework	RCO	RGs, MEL Group	Bi-annual	●	●	●	●	●	●
Convene Results Groups meetings	Discuss progress, challenges, opportunities, and new learning, as well as how to adapt implementation of joint workplans.	Results Groups Chairs	RCO, PCG	Quarterly						
Collate, analyze and prepare the UN Annual Results Report	Provide overview of Cooperation Framework achievements at the outcome level, key challenges, risks and key adaptations	RCO	RGs, MEL Group	Annually	●	●	●	●	●	●
Collate, analyse and prepare institutional reports on gender and human rights, including the annual Gender SWAP report,and PSEA report	Provide overview of progress towards achievement of relevant commitments and action plans, identify key challenges and recommendation	RCO	Gender & PSEA Group, Disability Group	Annually	●	●	●	●	●	●

ANNEX 3: Monitoring, Evaluation and Learning Plan

Description of Activities	Objective	Lead	Contributors/ Support	Frequency	2025	2026	2027	2028	2029	2030
Conduct joint field monitoring visits to supported joint programmers/interventions in a specific geographic areas or specific sectors.	Monitor the progress of implementation, identify and document challenges on the ground, develop recommendations. Increase accountability of the UN before government/ national stakeholders.	UNCT	MEL	Bi-Annual	●	●	●	●	●	●
Evaluation										
Conduct an Evaluability Assessment of the UNSDCF	Determine the extent to which the cooperation framework can be evaluated in a reliable and credible fashion and thus inform the feasibility, scope, approach, and value for money of an evaluation. Moreover, it will check the coherence of the CF and mechanisms for availability of data and information for future assessments and evaluations	RCO	RGs, M&E working group	Once				●		
Evaluation of agencies Country Programming instruments	Ensure the accountability of each agency's contribution to Sierra Leone's development and peace building, as well as their contributions to Cooperation Framework outcomes, and reflect lessons learned.	Independent evaluation team	Respective UN entities, MEL	Penultimate year of agencies' programme cycles					●	
Conduct final independent evaluation of the Cooperation Framework	Evaluate the Cooperation Framework its relevance, cohesiveness, effectiveness, efficiency, impact and sustainability considering the SDGs and RF-NDP	Independent evaluation team	RCO, UNCT, PMT, MEL Group, RGs	Penultimate year of the Cooperation Framework					●	
Learning										
Technical training for the MEL Group and Result Group chairs on UNINFO	To ensure accurate understanding of reporting requirements and methodologies using UNINFO	RCO	MEL Group, RGs	Bi-annually	●	●	●	●	●	●
PSEA capacity building for UN and partners	To train	UNCT/ RCO	PSEA & Gender Group/ RGs	Once	●	●	●	●	●	●

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