2018 – 2022
Sierra Leone
National M&E Plan
Rural WASH

Ministry of Water Resources
Ministry of Health and Sanitation

Contents

Abbreviations

A4P	Agenda for Prosperity
CLTS	Community Led Total Sanitation
DecSec	Government of Sierra Leone Decentralization Secretariat
DHIS	District Health Information System
DHIS2	District Health Information Software 2
DHMT	District Health Management team
HRMO	Human Resource Management Office
IT	Information Technology
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MoFED	Ministry of Finance and Economic Development
MoHS	Ministry of Health and Sanitation
MoWR	Ministry of Water Resources
NERS	National Ebola Recovery Strateg
PHU	Peripheral Health Units
PPU	Policy and Planning Unit
RWSSP	Rural Water Supply and Sanitation Project
SALWACO	Sierra Leone Water Company
SDG	Sustainable Development Goal
SSL	Statistics Sierra Leone
TOR	Terms of Reference
WASH	Water, Sanitation and Hygiene
WIMU	Water Information Management Unit

Introduction

NATIONAL WASH M&E

The purpose of national monitoring and evaluation is to enable effective decision-making – at all levels within Sierra Leone – using continuous, reliable and relevant data and indicators which can be processed, analyzed and used to inform decisions. National M&E has the potential to inform intervention tracking, inform corrective actions, inform planning and resource allocation, increase accountability of service providers and authorities towards citizens, and inform regulation of services and service providers. Ultimately national M&E can and should result in improvements to, and the sustainability of, WASH service delivery.

In Sierra Leone since 2016, there have been significant accomplishments strengthening the national monitoring and evaluation of WASH. The Ministry of Water Resource and Statistics Sierra Leone have completed a Sustainable Development Goal baseline study as well as a separate 2016 baseline survey of water points, household sanitation and CLTS. Additionally, the existing ministerial policies from the Ministry of Water Resource and the Ministry of Finance[1] Advanced Report on Adaptation of SDGs (2016) underline the unfinished business of the MDGs and the need to continue to make progress toward these goals and the related targets.

In 2017, the Ministry of Water Resources with the Ministry of Health took the lead in driving a participatory assessment of the national WASH M&E systems for *rural water and sanitation* in 2016 – 2017. This assessment[2] follows and builds on an assessment of national WASH M&E finished in 2014 (with the support of Statistics Sierra Leone and DFID) and published in 2016[3]. On the basis of the collective recommendations of the government institutions participating in the assessment including:

- National
  - Ministry of Water Resources (all workshops and full assessment provided)
  - Ministry of Health and Sanitation (all workshops and full assessment provided)
  - SALWACO (in national launch workshop and the technical validation workshop)
  - Statistics Sierra Leone (in working group meeting to set the focus of the assessment)
- Decentralised
  - District Council M&E officers (all workshops and full assessment provided)
  - Mapping officers (all workshops and full assessment provided)
  - District Health Management Teams (all workshops and full assessment provided)

The assessment identified a lack of national systems in place for annual routine monitoring of the WASH goals found in national policy documents and in the MDG and SDG commitments. Additionally, there is also no guidance on how to use the collected M&E data in policy making and planning to support progress towards universal access to safe water and sanitation services at decentralised levels.

This national rural WASH M&E plan sets out the short term and medium-term activities needed to strengthen the enabling environment and ensure that national WASH M&E leads to improved WASH results.

COUNTRY-LED MONITORING

This plan aims at strengthening country-led monitoring as opposed to project or programme monitoring. Country-led monitoring is a mechanism for monitoring, evaluation and learning which is led by Sierra Leone.[4] Country-led monitoring entails coordination from the Ministry of Water Resources and the

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[1] MOFED. Advanced Report on Adaptation of SDGs. 2016

[2] MoWR, MoHS. Taking Stock of National WASH M&E in Sierra Leone. May 2017

[3] Vad, J., Consultancy for the Assessment of the WASH sector Monitoring and Evaluation in Sierra Leone and the Development of Proposal for Support and Strengthening, March 2016.

[4] Danert, K. 2015. Messy, varied and growing: country-led monitoring of rural water supplies, in T. Schouten and S. Smits (eds), From Infrastructure to Services: Trends in Monitoring Sustainable Water, Sanitation and Hygiene Services. Rugby: Practical Action Publishing.

Ministry of Health and Sanitation in Sierra Leone with clear involvement of civil society organisations, local government and donors[5]. MoWR coordinates the regular updating, ensures availability and encourages use of the data. It is where the country, and not the donor, leads and owns the monitoring cycle by determining the questions to be asked, the methods applied, the analytical approach, the communications and how the information is used.[6]

The term 'country-led' instead of 'government-led' is used to reflect the shared civil society, private sector and government leadership roles in the process. Country-led monitoring encompasses an entire country or state and includes rural, small-town and urban areas and both quantitative and qualitative data about services.

FOCUS AREA: RURAL WASH

The **focus area of the plan is rural water and sanitation services** and the **ultimate objective of the plan is to strengthen the National Rural Water and Sanitation M&E systems and plans at decentralized levels** and improve water and sanitation services. The plan not only addresses community water and household sanitation but also WASH in schools and health facilities.

STRENGTHENS AND WEAKNESS OF THE NATIONAL WASH M&E SYSTEM

Strengths
There are numerous strengths upon which a fully functional national WASH M&E system should be built:

- MoWR mapping officers, DHMTs and Council M&Es are in place at decentralised levels and there are some guidelines for supportive supervision
- There is a national WASH M&E committee led by MoWR with an emphasis on water
- There are mechanisms in place for MoWR to communicate to the sector and a mostly up to date inventory of partners
- There is a SDG indicator framework and most baseline values
- Recent SDG baseline and water point inventory that have garnered interest from decision makers
- MoWR has an online data and document portal available with key M&E resources, reports and raw water point data (http://washdata-sl.org/)
- The Ministry of Health and Sanitation has a strong health monitoring and evaluation system led by Directorate of Policy Planning and Information
- Management information system (DHIS2)
    - District teams (DHMTs) in place
    - Routine monitoring, and
    - Supportive supervision of health facilities
- The SDG indicator framework includes some sanitation indicators related to household hygiene, sanitation services and extra-household services

Challenges
There are some important challenges that will need to be overcome:

- The SDG indicator framework does not yet include policy targets, define roles and responsibilities for routine monitoring, nor does it consider formally include the existing improved water and improved sanitation policy targets (MDGs)
- There is no complete sanitation-specific M&E framework and currently environmental health is a low priority in the MoHS M&E systems
- Lack of strategic information on an annual basis to meet wash goals and improve performance continuously
- There is no specific budget line at national and district level for annual M&E needs
- Policies do not yet define policy targets for SDGs or roles for routine monitoring

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[5] Ssozi and Danert. 2012 . National Monitoring of Rural Water Supplies : How the Government of Uganda did it and lessons for other countries. RWSN-IFAD Rural Water Supply Series - Volume 5.

[6] Segone, M. 2009. Country-led Monitoring and Evaluation Systems: Better Evidence, Better Policies, Better Development Results, Evaluation Working Paper Series, Geneva: UNICEF Regional Office for Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS).

- There is a need to strengthen communication and collaboration between national and district levels on annual plans for M&E and on the use of data for planning
- No technical guidelines for routine monitoring
- Disbursement on time to meet M&E work plan requirements and targets, especially for routine monitoring

The national rural WASH M&E plan framework

INTRODUCTION

The framework presented here aims to support the implementation of the 5-year rural WASH M&E plan as a single coherent programme. It identifies the needed actions to overcome the main obstacles to effective WASH M&E and provides an estimate of routine WASH monitoring and evaluation resource and financing gap. As such, the plan is not intended to be a static but rather dynamic and adaptive. The plan framework should enable the monitoring and evaluation of the progress towards a functional rural WASH M&E system in Sierra Leone. It is intended to be updated on an annual basis.

In addition, the plan framework is flexible in the sense that while it can be coordinated and monitored as a programme, plan activities may fall under the responsibility of different line ministries or the district councils. Some activities and costs are expected to be incorporated into the plans of those institutions as appropriate according to their respective roles and responsibilities, including their ability to budget and execute the WASH M&E activities.[7]

The programme framework is organized into four levels:

1. The overall objective and vision of the programme
2. The four programme outcomes that drive the sector towards the overall vision
3. The activities and sub-activities under each outcome with their corresponding outputs / deliverables.
4. The expenses, finance, and other resource inputs from participating institutions that are required to be able to achieve the corresponding results (outcomes, outputs and activities

OVERALL VISION

The overall vision of the 5-year plan is to strengthen country-led monitoring and the national rural WASH M&E system so that effective actions and decision can be taken to improve rural water and sanitation services in households, communities, schools and health facilities.

This action plan should address the barriers to national WASH M&E identified during the 2017 assessment, including the absence of a national WASH M&E system for routine monitoring of national WASH policies and commitments.

OUTCOMES

The plan has four major expected outcomes, which should be achieved to contribute to the overall vision:

1. **A strong enabling environment is established in Sierra Leone for a functional national M&E system and improved rural WASH services**. Examples are improving the coordination of WASH activities at national and decentralised levels so that M&E data is used and the establishment of a complete WASH M&E framework.
2. **Routine monitoring and the use of data improve rural WASH services and performance**. There should be clear guidelines for routine monitoring and planning as well as sufficient financial and human resources to conduct routine activities and direct support at district level.
3. **The evaluation and research of the WASH sector strengthens rural WASH approaches**. Examples are ensuring regular (WASH) household surveys and water point inventories take place and include key WASH indicators and that the results are evaluated
4. **Use of M&E results for communication, coordination, planning, and decision making**. M&E results should be shared and used for Joint Sector Reviews, communicating WASH results, the planning of rural WASH services.

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[7] The tools behind the development of the plan, enable each expense, activity and output to be accounted for in a different programme and budget line.

ACTIVITIES

Under each of the outcomes, several activities have been identified that contribute to achieving that outcome and which are further subdivided into sub-activities as show in Appendix 2.

Table 1 Activities under each national rural WASH M&E outcome

Outcome expected	Main activities
1. **A strong enabling environment is established in Sierra Leone for a functional national M&E system and improved WASH services**	1.1. Coordination of WASH activities 1.2. Establishment of the M&E framework 1.3. Development of routine monitoring and reporting tools 1.4. Strengthening institutions and structures for M&E and use of data 1.5. Strengthening human and technical capacity for M&E and use of data 1.6. Establish a WASH communication, advocacy and knowledge management strategy 1.7. Maintenance of data and information tools and platforms
2. **Routine collection and use of data to improve WASH services and performance**	2.1. Routine monitoring of CLTS activities 2.2. Routine monitoring of rural water infrastructure 2.3. Routine monitoring of WASH in schools 2.4. Routine monitoring of WASH in health facilities 2.5. Routine monitoring of WASH in other institutions 2.6. Routine community visits to support WASH services
3. **The evaluation and research of the WASH sector to strengthen approaches**	3.1. WASH surveys 3.2. General surveys (DHS, MICS)
4. **Use of WASH M&E results for communication, coordination, planning, and decision making**	4.1. WASH Joint Sector Reviews 4.2. Communicating water service results 4.3. Communicating sanitation and hygiene results 4.4. National planning of water services 4.5. National planning for household and community sanitation 4.6. District planning 4.7. WASH dissemination and communication

The costed action plan

This chapter presents an overview of the cost estimates for the national rural WASH M&E plan.

COSTING M&E ACTIVITES

For each activity in Table 1, sub-activities have been identified. Each sub-activity has corresponding outputs (or deliverables) and expenses. While some sub-activities have several expenses, other sub-activities are grouped together under a single expense, for example a single consultant to implement several outputs in single contract. All these expenses are summed up to give the costs of each activity in Table 1.

This structure has allowed each of the activities to be costed and planned in detail. A detailed calendar in the Annex "2018 – 2022 WASH M&E Plan Activity Calendar", indicates when each sub-activity is planned to take place. Appendix 2 contains a complete table of all action plan activities and expenses.

WHAT IS THE COST OF M&E?

The current costs of M&E within the rural WASH sector typically falls under two major categories[8] of software and support costs.[9] These are:

- **Expenditure on indirect support**: cost of planning and policy-making at the governmental level, including strengthening the skills and capacities of professionals and technicians. These costs have a direct impact on the long-term sustainability of projects.
- **Expenditure on direct support**: expenditure on both pre- and post-construction support activities directed to local-level stakeholders (for example, training for community or private sector operators, users or user groups)

In Sierra Leone, there are still significant investments needed in indirect support to setup the enabling environment for effective rural WASH M&E. At district level, there is still a major shortfall in expenditure for direct support both from councils and from the programmes run by the line ministries, especially when compared against the estimated requirements to achieve the Sustainable Development Goals for WASH at a basic service level. This plan proposes a set of activities to begin to address this shortfall on the basis of estimating per diems and travel expenses required for routine direct support.

Table 2 M&E plan expenses across indirect and direct support cost categories excluding district staff salaries

Result area and type of expenditure	Estimated expenses	
1. Enabling environment		
Expenditure on indirect support (ExpIDS)	SLL	38,898,228,095
2. Routine monitoring (not including district staff expenses)		
Expenditure on direct support (ExpDS)	SLL	13,319,144,949
3. Survey and evaluations		
Expenditure on indirect support (ExpIDS)	SLL	27,488,666,308
4. Use of M&E results		
Expenditure on indirect support (ExpIDS)	SLL	2,917,238,117
Grand Total	**SLL**	**82,623,277,470**

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[8] These definitions are from the TrackFin framework, now being applied in several countries. A similar framework, WASHCost, is referenced in these TrackFin definitions. For more information on these costs in Sierra Leone see the WASHCost study: Burr et al. Institutional Cost Mapping related to rural and peri-urban WASH service delivery in Sierra Leone. 2013.

[9] In the future, mobile-enabled remote data collection, which collect data straight from standpipes and water sources, or which track the status of a container based latrine system and trigger emptying services, will start to play a role in the rural WASH sector and these could be accounted for as a component of WASH investment/capital costs. However, for the moment, most of hardware purchased, such as vehicles and smart phones for monitoring, can full under overall support costs as they are independent of the hardware delivering WASH services and rather used to provide support to those providing services.

If district staff salaries are taken into account, this adds an additional SLL 3.02 billion over the course of 5 years and the model developed to estimate staff time required estimates that the most populated districts will begin requiring additional M&E staff to cover the limited assumed roles and responsibilities as defined in Appendix 3. It should be noted that these are only direct support costs required for minimal auditing of services and activities in districts and when taking into account capital expenditure and support for rehabilitation (capital maintenance expenditure), the total cost for support and corrective actions from the district is estimated to be much higher.

Overall the cost of rural water and sanitation M&E over 5 years, including significant work to build the capacity of national WASH M&E and the overall enabling environment, is on average USD 0.37 per rural person per year or SLL 3,310 per rural person per year, which is in line with the costs found in other countries, especially taking into account the scope of these activities.

ESTIMATING DIRECT SUPPORT COSTS AND ROUTINE M&E IN DISTRICTS

Due to the limited level of expenditure on direct support in Sierra Leone and the divided responsibilities between councils (where direct support is ultimately meant to sit) and the staff of line ministries at district level, there was a need clarify roles and responsibilities and to estimate the activities and expenditure direct support.

Clarifying roles and responsibilities

Establishing country-led monitoring and regulatory functions at district level requires clarifying the roles and responsibilities of council and line ministry staff at district level in the context of Sierra Leone's incomplete decentralisation process. This plan has made a number of assumptions about the district direct support activities, related to routine monitoring of rural water and sanitation. These assumptions can be found in Appendix 3.

Projecting the district support activities needed to meet the SDGs

On the basis of the 2016 SDG baseline, a number of projections were prepared for the achievement of 100% access to basic rural water and sanitation services and for the equivalent goals for institutional WASH. The latest population census data was used to project the change in population. An overview of the SDG projections is given in Appendix 4. The current estimated activities needed are based on a projection of the actual level of service in 2016 to goal of 100% basic services in 2030. It should be noted that SDG 6 calls for a higher level of safely managed services, which have not been considered in the projection. However, considering the extremely limited financial and human resources available in districts for direct support and the time that will be required to ramp up water and sanitation activities to meet the SDGs, a stable levels of services is assumed in the first three years of the estimations (2018-2020). After this period, the level of services is expected to grow faster each year, resulting in an exponential curve starting at the current level of services in 2020 and reaching a 100% basic services in 2030. It is recommended that during the 5 years of this plan, overall WASH activities are ramped up to the required level and crucially that their financing takes the corresponding national and district M&E financing needs into account within the context of country-led monitoring.

Projecting routine monitoring needs

Based on the roles and responsibilities, projected activities at district level, and some district specific factors (travel times, cost of travel, etc.), the number of visits, travel costs, per diems and staff time has been estimated for the following activities:

- Verification of site selected for water and sanitation facilities
- Supervision of new infrastructure works
- Supervision of rehabilitation and expansion of works
- Monitoring WASH in communities
- Technical support to consumers and service providers (Care taker)
- Planning, coordination, reporting
- Awareness raising and sanitization on CLTS
- Compound inspection
- Monitoring Post-ODF activities
- Monitoring of WASH in Schools

- Monitoring of WASH in Health Care Facility
- Monitoring of Public places and other institutions

All these expected expenses have been integrated into the overall rural WASH M&E plan.

It is likely that as roles and responsibilities are clarified and changed and as projections improve and experience is gained, this model of direct support costs will need to be updated.

Annual District direct support and M&E plans
Each district in Sierra Leone has received a template for a district M&E plan based on the activities and estimated needs above and has been provided the opportunity to revise the estimates and comment on the activities and district specific costs. It is expected that these district templates will be reviewed and updated at least on an annual basis and can help inform district planning processes.

THE FINANCIAL GAP

For each expected expenditure in the M&E plan, existing sources of finance have been included when appropriate so that the total expenditure required can be compared against the current levels of finance and a financial gap calculated. Over time, it is expected that the financial gap will narrow and this will be one of the key plan indicators.

AN OVERVIEW OF THE PLAN FINANCIAL NEEDS

The following two tables provide the annual expected financial needs to cover the expected M&E plan expenses. Appendix 2 provides the detailed activities and breakdown of expenses.

Table 3 The financial needs per activity 2018 – 2022

	2018		2019		2020		2021		2022	Grand Total
1. Enabling environment	**SLL** 37,061,463,267	**SLL**	566,751,003	**SLL**	356,661,382	**SLL**	434,791,348	**SLL**	478,561,095	**SLL** 38,898,228,095
1.1. Coordination	SLL 26,000,000	SLL	29,749,854	SLL	33,499,707	SLL	37,249,561	SLL	40,999,414	SLL 167,498,535
1.2. M&E framework	SLL 36,482,618,750	SLL	157,482,015	SLL	147,697,655	SLL	164,230,473	SLL	180,763,292	SLL 37,132,792,184
1.3. Routine monitoring tools	SLL 208,423,144	SLL	39,475,767							SLL 247,898,911
1.4. Strengthening institutions	SLL -	SLL	52,634,356							SLL 52,634,356
1.5. Human and technical capacity	SLL 12,537,877	SLL	145,932,045	SLL	16,154,431	SLL	17,962,708	SLL	19,770,985	SLL 212,358,046
1.6. Communication, advocacy and knowledge management	SLL 46,000,000	SLL	13,158,589	SLL	14,817,178	SLL	16,475,767	SLL	18,134,356	SLL 108,585,891
1.7. Data platforms	SLL 285,883,497	SLL	128,318,378	SLL	144,492,411	SLL	198,872,839	SLL	218,893,048	SLL 976,460,173
2. Routine monitoring	**SLL** 1,422,482,132	**SLL**	1,703,954,397	**SLL**	2,008,333,150	**SLL**	3,666,627,046	**SLL**	4,517,748,224	**SLL** 13,319,144,949
2.3. WASH in schools	SLL 41,225,581	SLL	48,737,776	SLL	56,705,324	SLL	65,150,907	SLL	74,098,258	SLL 285,917,846
2.4. WASH in health facilities	SLL 56,982,661	SLL	65,389,383	SLL	73,850,534	SLL	82,368,705	SLL	90,946,598	SLL 369,537,880
2.6. Routine community visits	SLL 423,243,388	SLL	525,220,331	SLL	639,853,574	SLL	768,038,875	SLL	910,721,516	SLL 3,267,077,685
2.2. Rural water infrastructure activities	SLL 869,898,105	SLL	1,027,094,865	SLL	1,193,463,174	SLL	2,699,055,476	SLL	3,381,775,182	SLL 9,171,286,803
2.1. Rural CLTS activities	SLL 31,132,397	SLL	37,512,041	SLL	44,460,543	SLL	52,013,083	SLL	60,206,670	SLL 225,324,735
3. Survey and evaluations	**SLL** -	**SLL**	11,558,901,231	**SLL**	-	**SLL**	-	**SLL**	15,929,765,077	**SLL** 27,488,666,308
3.1. WASH surveys		SLL	11,558,901,231					SLL	15,929,765,077	SLL 27,488,666,308
3.2. General surveys	SLL -			SLL	-	SLL	-	SLL	-	SLL -
4. Use of M&E results	**SLL** 470,986,151	**SLL**	514,320,785	**SLL**	579,148,923	**SLL**	643,977,061	**SLL**	708,805,198	**SLL** 2,917,238,117
4.1. WASH sector reviews	SLL 46,000,000	SLL	52,634,356	SLL	59,268,712	SLL	65,903,069	SLL	72,537,425	SLL 296,343,562
4.2. Communicating water results	SLL 136,573,303	SLL	156,270,606	SLL	175,967,909	SLL	195,665,212	SLL	215,362,515	SLL 879,839,546
4.3. Communicating san&hyg results	SLL 107,467,517	SLL	122,967,034	SLL	138,466,552	SLL	153,966,069	SLL	169,465,586	SLL 692,332,758
4.4. Planning water services	SLL 63,605,786	SLL	72,779,339	SLL	81,952,892	SLL	91,126,445	SLL	100,299,998	SLL 409,764,460
4.5. Planning sanitation	SLL 63,605,786	SLL	72,779,339	SLL	81,952,892	SLL	91,126,445	SLL	100,299,998	SLL 409,764,460
4.6. District planning	SLL -	SLL	-	SLL	-	SLL	-	SLL	-	SLL -
4.7. WASH communication	SLL 53,733,759	SLL	36,890,110	SLL	41,539,965	SLL	46,189,821	SLL	50,839,676	SLL 229,193,331
Grand Total	**SLL** 38,954,931,550	**SLL**	14,343,927,416	**SLL**	2,944,143,455	**SLL**	4,745,395,454	**SLL**	21,634,879,595	**SLL** 82,623,277,470

Table 4 The financial needs per responsible institution/level per activity 2018 – 2022

Row Labels		2018		2019		2020		2021		2022		Grand Total
Council	**SLL**	**1,422,482,132**	**SLL**	**1,703,954,397**	**SLL**	**2,008,333,150**	**SLL**	**3,666,627,046**	**SLL**	**4,517,748,224**	**SLL**	**13,319,144,949**
2.3. WASH in schools	SLL	41,225,581	SLL	48,737,776	SLL	56,705,324	SLL	65,150,907	SLL	74,098,258	SLL	285,917,846
2.4. WASH in health facilities	SLL	56,982,661	SLL	65,389,383	SLL	73,850,534	SLL	82,368,705	SLL	90,946,598	SLL	369,537,880
2.6. Routine community visits	SLL	423,243,388	SLL	525,220,331	SLL	639,853,574	SLL	768,038,875	SLL	910,721,516	SLL	3,267,077,685
4.6. District planning	SLL	-	SLL	-	SLL	-	SLL	-	SLL	-	SLL	-
2.2. Rural water infrastructure activities	SLL	869,898,105	SLL	1,027,094,865	SLL	1,193,463,174	SLL	2,699,055,476	SLL	3,381,775,182	SLL	9,171,286,803
2.1. Rural CLTS activities	SLL	31,132,397	SLL	37,512,041	SLL	44,460,543	SLL	52,013,083	SLL	60,206,670	SLL	225,324,735
MoHS	**SLL**	**196,506,743**	**SLL**	**212,551,251**	**SLL**	**239,342,511**	**SLL**	**266,133,770**	**SLL**	**292,925,030**	**SLL**	**1,207,459,305**
1.1. Coordination	SLL	12,000,000	SLL	13,730,702	SLL	15,461,403	SLL	17,192,105	SLL	18,922,806	SLL	77,307,016
4.3. Communicating san&hyg results	SLL	107,467,517	SLL	122,967,034	SLL	138,466,552	SLL	153,966,069	SLL	169,465,586	SLL	692,332,758
4.5. Planning sanitation	SLL	63,605,786	SLL	72,779,339	SLL	81,952,892	SLL	91,126,445	SLL	100,299,998	SLL	409,764,460
4.7. WASH communication	SLL	13,433,440	SLL	3,074,176	SLL	3,461,664	SLL	3,849,152	SLL	4,236,640	SLL	28,055,071
MoWR	**SLL**	**37,335,942,675**	**SLL**	**868,520,537**	**SLL**	**696,467,794**	**SLL**	**812,634,638**	**SLL**	**894,441,264**	**SLL**	**40,608,006,908**
1.1. Coordination	SLL	14,000,000	SLL	16,019,152	SLL	18,038,304	SLL	20,057,456	SLL	22,076,608	SLL	90,191,519
1.2. M&E framework	SLL	36,482,618,750	SLL	157,482,015	SLL	147,697,655	SLL	164,230,473	SLL	180,763,292	SLL	37,132,792,184
1.3. Routine monitoring tools	SLL	208,423,144	SLL	39,475,767							SLL	247,898,911
1.4. Strengthening institutions	SLL	-	SLL	52,634,356							SLL	52,634,356
1.5. Human and technical capacity	SLL	12,537,877	SLL	145,932,045	SLL	16,154,431	SLL	17,962,708	SLL	19,770,985	SLL	212,358,046
1.6. Communication, advocacy and knowledge management	SLL	46,000,000	SLL	13,158,589	SLL	14,817,178	SLL	16,475,767	SLL	18,134,356	SLL	108,585,891
1.7. Data platforms	SLL	285,883,497	SLL	128,318,378	SLL	144,492,411	SLL	198,872,839	SLL	218,893,048	SLL	976,460,173
4.1. WASH sector reviews	SLL	46,000,000	SLL	52,634,356	SLL	59,268,712	SLL	65,903,069	SLL	72,537,425	SLL	296,343,562
4.2. Communicating water results	SLL	136,573,303	SLL	156,270,606	SLL	175,967,909	SLL	195,665,212	SLL	215,362,515	SLL	879,839,546
4.4. Planning water services	SLL	63,605,786	SLL	72,779,339	SLL	81,952,892	SLL	91,126,445	SLL	100,299,998	SLL	409,764,460
4.7. WASH communication	SLL	40,300,319	SLL	33,815,934	SLL	38,078,302	SLL	42,340,669	SLL	46,603,036	SLL	201,138,260
SSL			**SLL**	**11,558,901,231**					**SLL**	**15,929,765,077**	**SLL**	**27,488,666,308**
3.1. WASH surveys			SLL	11,558,901,231					SLL	15,929,765,077	SLL	27,488,666,308
Grand Total	**SLL**	**38,954,931,550**	**SLL**	**14,343,927,416**	**SLL**	**2,944,143,455**	**SLL**	**4,745,395,454**	**SLL**	**21,634,879,595**	**SLL**	**82,623,277,470**

Implementation of the action plan

LEADERSHIP

This M&E plan falls under the leadership of the Ministry of Water Resources with support from the ministry's Water Implementation and Monitoring Unit and the Environmental Sanitation Directorate of the Ministry of Health and Sanitation.

COORDINATION

National WASH M&E sub-committee

The coordination of the M&E plan is expected to take place as part of a sub-committee under an overall WASH coordinating committee and to be chaired by the Ministry of Water Resources. It should be noted that establishing strong national and district coordination are key outcomes in the 5-year plan under outcome 1 to strengthen the enabling environment.

District coordination

District coordination is expected to take place in the monthly district WASH coordination meetings.

Financing

It is expected that the financing for the national rural WASH M&E plan will be shared between government and donor and technical partners in light of the cross-cutting importance of a national WASH M&E system for all rural WASH programmes and the actual financial gaps present. There should be a shift from programme-only finance for M&E to support for country-led monitoring in Sierra Leone.

Monitoring the M&E plan

The monitoring of the M&E plan is proposed to facilitate the tracking of the achievement the expected results and to help identify problem areas early on. The monitoring of the M&E plan is also essential for financing as it can show the financiers how investments and regular budget lines are performing over time and whether their financial inputs have been efficient, effective and achieved the expected results.

This chapter proposes indicators and approaches to monitoring and evaluating the results of the M&E plan at the level of inputs, output and outcomes.

MONITORING INPUTS: EXPENSES AND FINANCE

Indicator	Definition	Sub-activity	Activity	Outcome	Target
Finance of M&E	Calculated at the start of the year: (*The sum of finance acquired*) / (*the sum of finance required for planned activities*)	Calculate the same for each activity sub-group (see the group code column in annex 2)	Calculate the same sums for each activity	Calculate the same sums for each outcome	90%
The efficiency of M&E expenditure	Calculated at the end of the year: (*The sum of expenditure expected on finished deliverables*) / (*The sum of actual expenditure on finished deliverables*)	Calculate the same for each activity sub-group (see the group code column in annex 2)	Calculate the same sums for each activity	Calculate the same sums for each outcome	> 95%
The utilisation of M&E finance	Calculated at the end of the year: (*The sum of expenditure*) / (*The sum of expenditure expected on all financed activities*)	Calculate the same for each activity sub-group (see the group code column in annex 2)	Calculate the same sums for each activity	Calculate the same sums for each outcome	> 80%

MONITORING OUTPUTS AND ACTIVITIES

Indicator	Definition	Sub-activity	Activity	Outcome	Target
Output completed	All expected outputs for the current year	All expected sub-activity	(*Number of sub-activities with completed*	(*Number of sub-activities with completed*	> 90%

	are completed under the programme area	outputs are completed	*outputs*) / (*Total number of sub-activities*)	*outputs*) / (*Total number of sub-activities*)	

MONITORING OUTCOMES
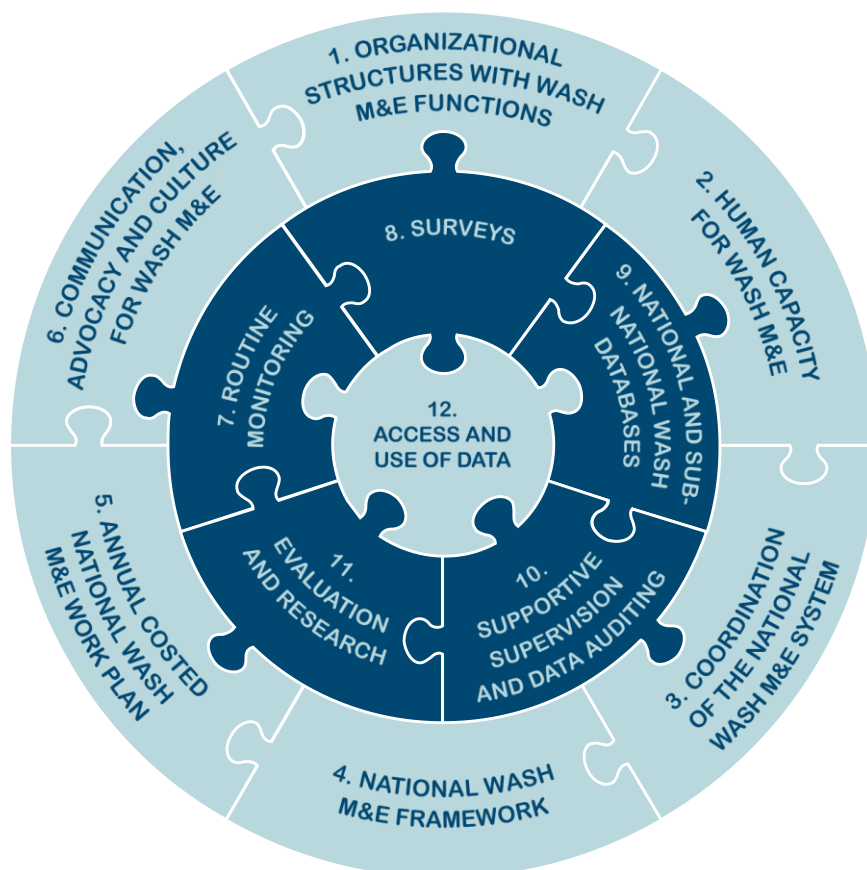
To assess the national WASH M&E system in Sierra Leone, a generic organizing framework[10] for a functional national WASH sector monitoring and evaluation (M&E) system was used. The framework is the basis for the accompanying "National WASH M&E System Strengthening Tool" that was filled in by MoWR, MoHS, DHMTs, Mapping Officers and Council M&Es.

The framework provides (1) a description of the main components of a functional national WASH M&E system, and (2) some benchmarks against which to assess progress in establishing such a system. This document covers system components that need to be present and work to an acceptable standard for the WASH M&E system to function effectively. However, not all components need to be implemented at all levels of the system.

It is proposed the M&E sub-committee reviews the performance objective and assessment for each of the key components described in the following table at the end of each year. In addition, key deliverables are proposed for each outcome area and a small set of indicators.

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[10] The content of this document is a WASH adaptation of the UNAIDS Monitoring and Evaluation Reference Group guidance document called "Organizing Framework for a Functional National HIV Monitoring and Evaluation System" developed in 2008. IRC, UNICEF and Akvo would like to thank the UNAIDS MERG authors for the use of this content. A useful reference for readers interested in a non-sector specific toolkit adapted from the same UNAIDS MERG framework may refer to the World Bank publication by Görgens and Kusek (2012) "Making Monitoring and Evaluation Systems Work: A Capacity Development Tool Kit".

Outcome	Key deliverables	Annual review of the 12 components of M&E	Outcome indicators
1. **A strong enabling environment is established in Sierra Leone for a functional national M&E system and improved WASH services**	WASH coordination meetings National M&E framework and routine monitoring guidelines	Components 1 to 5, 10	(*number of national WASH coordination meetings held*) / (*number of national WASH coordination meetings planned*) (*% of districts with WASH coordination meetings*)
2. **Routine collection and use of data to improve WASH services and performance**		Components 7,9,10	(*Number of site visits conducted*) / (*Number of site visits expected*) (*% of districts with updated routine water monitoring data*) (*% of districts with routine sanitation monitoring data*)
3. **The evaluation and research of the WASH sector to strengthen approaches**	Expected national surveys	Component 8,11	
4. **Use of WASH M&E results for communication, coordination, planning, and decision making**	Joint sector review held and annual report MoWR website and data portal up to date on an annual basis District plans refer to M&E data and projected M&E needs	Components 6,12	

Conclusions and recommendations

FINANCIAL NEEDS ARE IN LINE WITH BENCHMARKS

The total estimated need for is nearly SLL (2018) 83 billion or approximately USD (2018) 9.2 million for a period of five years with significant investments in the enabling environment, routine monitoring and communicating and using M&E results. In addition, estimated costs for repeating the SDG and water point surveys are included.

Overall the cost of rural water and sanitation M&E over 5 years, including significant work to build the capacity of national WASH M&E and the overall enabling environment, is on average USD 0.37 per rural person per year or SLL 3,305 per rural person per year, which is in line with the costs found in other countries, especially taking into account the scope of these activities.

ADDRESSING FUNDAMENTAL ISSUES WITH THE ENABLING ENVIRONMENT IN 2018/19

There is a need to address fundamental problems in the enabling environment and in the first two years of the plan, several activities are detailed in Appendix 2 to establish the minimum tools and studies required. In addition, recurrent training, clear roles and responsibilities and improved coordination are required on an annual basis.

This plan is designed to support the development of national programmes to strengthen national M&E and should be updated on a regular basis as the quality of information improves, roles are further clarified and SDG projections and targets are updated. However, this now represents at the start of 2018, the best available information derived from the national assessment of M&E in 2017 and available data from the SDG baseline and water point mapping.

STAFF FOR ROUTINE MONITORING AND DIRECT SUPPORT MAY BE INSUFFICIENT

It should be noted that Appendix 2 also provides the estimated staff costs for routine monitoring, which is estimated to be approximately SLL 3.02 billion. This includes the time in the following positions, which are expected to be present in every district but in some cases are not and will need to be established quickly: Council M&E Officer, a Water Mapper Officer or a Assistant Water Mapper, Environmental Health WASH M&E in the DGMT, MEST (WASH Focal Person), WASH Engineer, Regional WASH M&E, Assistant Water Quality Analyst, Laboratory Assistant, Council Environmental Officer.

In order to restrict the number of community visits by staff to a maximum of three communities and/or sites a day, it was necessary to reduce the proportion of services and WASH project activities that could be effectively monitored in a year. This outlined in Appendix 3. The assumptions should be re-examined to determine whether or not the number of visits are sufficient when the final roles and responsibilities are confirmed and based on the first experiences of non-project based routine monitoring by district staff.

Finally, as the number of communities served and post-ODF monitoring increases, even in the minimum visits presented here, there will be minor shortfall in staff already in 2022 in the three largest districts. It will be important to address these human resource constraints well in advance in order to be able to meet the proposed roles and responsibilities for direct support and routine monitoring.

COUNTRY-LED MONITORING REQUIRES PARTICIPATION BY ALL ACTORS WITH GOVERNMENT LEADERSHIP

The term 'country-led' instead of 'government-led' is used to reflect the shared civil society, private sector and government leadership roles in the process. Country-led monitoring encompasses an entire country or state and includes rural, small-town and urban areas and both quantitative and qualitative data about services. As coordination mechanisms are strengthened in the first two years and the tools and standards are developed for sharing the results across institutions, programs, and projects, it is crucial that the lead ministries establish clear guidelines and standards, which have to be met by partners, both in terms of WASH results and in terms of the monitoring and evaluation of these results. Ultimately, all partners have

a responsibility to report their progress and activities at well defined moments to national and district bodies. It is the role of national government and districts to verify the validity of these reports and provide supportive supervision and a strong enabling environment for the achievement of national policies including the related WASH Sustainable Development Goals (1.4, 3.9 and 6).

Appendix 1: Assessment executive summary

This is the table of contents followed by the executive summary of the national WASH M&E assessment validated in May 2017.

TABLE OF CONTENTS OF THE FULL ASSESSMENT REPORT

- Contents
- Acknowledgements
- Executive summary
- Abbreviations
- Introduction
- Component 1: Organizational structures with WASH M&E functions
- Component 2: Human capacity for WASH M&E
- Component 3: Coordination of the national WASH M&E system
- Component 4: National WASH M&E framework
- Component 5: Annual costed national WASH M&E work plan
- Component 6: Communication, advocacy and culture for WASH M&E
- Component 7: Routine monitoring
- Component 8: Surveys
- Component 9: National and sub-national WASH databases
- Component 10: Supportive supervision and data auditing
- Component 11: Evaluation and research
- Component 12: Access and use of data
- Conclusions
- Appendix 1: Means of verification
- Appendix 2: Rapid Scan of WASH M&E (November 2016)
- Appendix 3: M&E data flows
- Appendix 4: Table of organisations and their roles
- Appendix 5: Summary of the National M&E Framework

FROM SNAPSHOTS TO THE MOTION PICTURE OF WATER AND SANITATION

Since 2016, there have been several significant programmes supporting the development of a baseline for national monitoring and evaluation of water, sanitation and hygiene in Sierra Leone.[11] These activities have provided a snapshot of the status of water, sanitation and hygiene (WASH) in Sierra Leone in 2016, however the data is not regularly updated and there is a lack of strategic information on an annual basis to meet WASH goals. As a result, in November 2016, the Government of Sierra Leone under the leadership of the Ministry of Water Resources began assessing national monitoring and evaluation of **rural water point sources and rural household sanitation to strengthen the use of the National Rural Water and Sanitation Monitoring & Evaluation (M&E) Plan systems at decentralized levels.**[12] This report provides the results of this assessment.

The vision of the assessment is to establish a functional national M&E system led by the Government of Sierra Leone that sets minimum M&E objectives and activities of all programmes and guides the yearly M&E routines of WASH institutions in Sierra Leone. This government leadership is needed to provide guidance and national policy to identify the minimum needs of decision makers, address national commitments in WASH and assign clear M&E roles and responsibilities. On a technical level, there is a demand for access to information and formal guidelines. There is also a recognized need for more capacity

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[11] The Ministry of Water Resource and Statistics Sierra Leone have completed a Sustainable Development Goal baseline study as well as a separate 2016 baseline survey of water points, household sanitation and CLTS. Additionally, the existing ministerial policies from the Ministry of Water Resource and the Ministry of Finance[11] Advanced Report on Adaptation of SDGs (2016) underline the unfinished business of the MDGs and the need to continue to make progress toward these goals and the related targets.

[12] The assessment has been supported by IRC, UNICEF, and Akvo in a Western and Central African programme funded by Directorate-General for International Cooperation of the Government of the Netherlands with the goal of strengthening country-led, instead of donor-led, monitoring.

to collect and use M&E data with the goal of supporting progress towards universal access to safe water and sanitation services at decentralised levels.

At national level, the Water Directorate of the Ministry of Water Resources and the Environmental Health and Sanitation Directorate of the Ministry of Health and Sanitation led the comprehensive assessment of the national WASH M&E systems. At decentralized levels, District Council M&E Officers, Mapping Officers, and District Health Management Teams (DHMT), took part in the assessment to ensure a link to the functions involved in routine monitoring and evaluation and closest to WASH services. SALWACO, Statistics Sierra Leone, Guma Valley Water Company, and the Ministry of Education were involved in the project launch and determining the scope of the assessment in November 2016.

The recommendations from the assessment focus on moving from one off M&E snapshots to the full motion picture in a country-led monitoring system for a real time understanding of WASH. These can be summarized in three overall recommendations:

1. Complete the National WASH Monitoring and Evaluation Framework for WASH including WASH policy targets, roles and responsibilities, data collection schedules and data use plans and add these to the SDG indicator framework
2. Establish Annual Work Plans for monitoring and evaluation at national and decentralized levels including routine monitoring, supportive supervision, and dissemination of WASH data and information products
3. Strengthen collaboration for more effective WASH monitoring and evaluation at district level between the Ministry of Water Resources, Ministry of Health and Sanitation, and the District Council and specifically focus support to use data in planning and decision making

EFFECTIVE DECISION MAKING AT ALL LEVELS

The purpose of national monitoring and evaluation is to enable effective decision-making – at all levels within a country – through the use of continuous, reliable and relevant data and indicators which can be processed, analyzed and used to inform decisions. National M&E has the potential to inform intervention tracking, inform corrective actions, inform planning and resource allocation, increase accountability of service providers and authorities towards citizens, and inform regulation of services and service providers. Ultimately national M&E can and should result in improvements to, and the sustainability of, WASH service delivery and the achievement of goals such as the targets in Sierra Leone's water policy, N'gor High Level Commitments to Sanitation and the Sustainable Development Goal 6 targets.

The investigation of an issue starts by asking pertinent questions that serve to organize the response: What is the problem? What factors are contributing to the problem? What can be done? Once a response has been formulated and implemented for a sufficient period, questions start to become more focused: Are the national and sub-national responses working? Are enough people reached to solve the problem?

Country-led monitoring is[13],[14] is where the country, and not the donor, determines the questions to be asked, the methods applied, the analytical approach, the communications and how the information is used. The term 'country-led' reflects the shared civil society, private sector and government leadership roles in the process. Country-led monitoring encompasses an entire country or state and includes rural, small-town and urban areas and both quantitative and qualitative data about services. Country-led monitoring entails one or more dedicated government institutions in lead with clear involvement of civil society organisations, local government and donors[15]. The government coordinates regular updating, ensures availability and provides plans for the use of the data.

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[13] Danert, K. 2015. Messy, varied and growing: country-led monitoring of rural water supplies, in T. Schouten and S. Smits (eds), From Infrastructure to Services: Trends in Monitoring Sustainable Water, Sanitation and Hygiene Services. Rugby: Practical Action Publishing.

[14] Segone, M. 2009. Country-led Monitoring and Evaluation Systems: Better Evidence, Better Policies, Better Development Results, Evaluation Working Paper Series, Geneva: UNICEF Regional Office for Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS).

[15] Ssozi and Danert. 2012 . National Monitoring of Rural Water Supplies : How the Government of Uganda did it and lessons for other countries. RWSN-IFAD Rural Water Supply Series - Volume 5.

GOVERNMENT-LED ASSESSMENT

This assessment report has been compiled from assessments and recommendations from the participating government institutions. Each participating institution used the "National WASH M&E System Strengthening Tool" in national and regional workshops to discuss and assess the national M&E systems in significant detail and to draft recommendations. The assessment is based on an organizing framework[16] for a functional national sector monitoring and evaluation (M&E) system that has been used in 2016 for WASH in nine countries in Western and Central Africa. It has also been used to strengthen national HIV monitoring globally since 2010.

The framework provides (1) a description of 12 components of a functional national WASH M&E system, and (2) some benchmarks against which to assess progress in establishing such a system.

These 12 components presented above all need to be present and work to an acceptable standard for the national WASH M&E system to function effectively. Institutions may need to focus on a few of the components at the outset, focusing on the weakest areas/components first, building the system up over time. Not all components need to be implemented at all levels of the system; what is relevant at the national level, for example, may not be relevant at the service delivery level. The WASH assessment stresses routine monitoring, data collection and data use at sub-national levels closest to where WASH services are provided and regulated.

PEOPLE, PARTNERSHIPS AND PLANNING (COMPONENTS 1 – 6)

There are 6 components that contribute to the people, partnership and planning of national WASH M&E.

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[16] The content of this document is a WASH adaptation of the UNAIDS Monitoring and Evaluation Reference Group (MERG) guidance document called "Organizing Framework for a Functional National HIV Monitoring and Evaluation System" developed in 2008. IRC, UNICEF and Akvo would like to thank the UNAIDS MERG authors for the use of this content. A useful reference for readers interested in a non-sector specific toolkit adapted from the same UNAIDS MERG framework may refer to the World Bank publication by Görgens and Kusek (2012) "Making Monitoring and Evaluation Systems Work: A Capacity Development Tool Kit".

Component 1: Organizational structures with WASH M&E functions
Component 2: Human capacity for WASH M&E
Component 3: Coordination of the national WASH M&E system
Component 4: National WASH M&E framework
Component 5: Annual costed national WASH M&E work plan
Component 6: Communication, advocacy and culture for WASH M&E

At the core of people, partnership and planning is the national WASH M&E framework, which links national WASH policies, commitments and targets to the roles and responsibilities of Ministries, Directorates, Agencies, District Councils, Chiefdoms and other stakeholders in tracking and achieving WASH goals.

Currently, the M&E mandate of institutions for WASH is defined at a high level with rural water supply falling under the Ministry of Water Resources Water Directorate, the Water Information Management Unit and the Mapping Officers and SALWACO. Rural sanitation falls under the Ministry of Health and Sanitation Directorate of Environmental Health and Sanitation and at district level under the DHMTs. However, there are still few guidelines in place to produce timely and high-quality routine administrative WASH monitoring data and defining how M&E data should be used for planning and decision making.

A complete national WASH M&E framework should identify data needs, national standardized indicators, data collection procedures and tools, a data use strategy and the roles and responsibilities for implementation of a functional national WASH M&E system. Significantly, the Sustainable Development Goal M&E indicator framework provides a basis will now need to be paired with policy targets against which to measure progress and guide national and local planning. In general, there is need for more guidance to stakeholders on how M&E data will be collected, how often and when it is collected, and how it will be used for evaluations and planning, especially at district level.

Because the national WASH M&E framework is the basis for the implementation of M&E system(s), the national framework is also crucial for identifying the required human resources and capacities of staff. It will be possible to review the capacity needs of institutions and staff retention policies when the framework is completed and it will be feasible to assess frequent requests for more support, budget, logistics, trainings to improve the conditions for WASH M&E.

The culture of communication and advocacy for WASH M&E is improving at the national level in Sierra Leone with the publication of data online and the creation of WASH data portal. There is now more need to advocate for routine monitoring and the communication of data back to stakeholders at district level. While health bulletins provide health data on a regular basis to stakeholders, they do not currently include sanitation data. There is a demand for WASH M&E results as well as budgeting and costing information to be distributed to district level stakeholders on a quarterly basis.

To strengthen the use of information for planning, there is also a need for the stronger collaboration between the leading national institutions and District Councils to ensure effective WASH M&E at district level. Mapping Officers, DHMTs and Council M&Es can be trained to use the national WASH M&E products and, if necessary, supported with IT for information and communication. Ultimately, to enhance communication and advocacy M&E personnel should be provided training on planning and be given a bigger role in decision making around WASH issues.

Annual work plans with costed activities are developed by the Ministry of Water Resources, District Councils, and DHMTs and partly updated on an annual basis. These can integrate monitoring and evaluation activities but there is a need for more guidance and alignment between national and district level plans on these activities. Now, there is still a strong dependency on donor funding to implement the work plans which is likely to continue, but there is also a need for continued collaboration with Finance Directorates and the Ministry of Finance and a recognition of the government portion of finance.

Sector coordination for M&E activities has been guided by the national WASH coordination committee hosted by the Ministry of Water Resources Water Directorate, which was established during the Ebola epidemic and met on a weekly basis. The frequency for the meetings has been formally reduced from weekly to monthly after the epidemic. However, since 2016 the frequency of meetings has not been

maintained. Again, a challenge has been to effectively communicate decisions to all stakeholders, especially from national to district level and there is a demand for more information on the roles and responsibilities of partners. Coordination meetings and follow up communication activities, at national and district levels, require a dedicated budget line to ensure they are effective and frequent. Finally, there is a recommendation to develop a separate committee focused on sanitation and this should be discussed with stakeholders.

COLLECTING, VERIFYING, AND ANALYZING DATA (7 – 11)

There are five components that contribute to collecting, verifying and analysing national WASH M&E data:

Component 7: Routine monitoring
Component 8: Surveys
Component 9: National and sub-national WASH databases
Component 10: Supportive supervision and data auditing
Component 11: Evaluation and research

After the success of the water point inventory and the SDG baseline in 2016, the Water Directorate and the Environmental Health and Sanitation Directorate have indicated during the assessment that these large-scale surveys should be repeated every two years. Currently, survey frequencies, guidelines, protocols and governance structures have not been clearly defined in national policy by any ministries or Statistics Sierra Leone and this increases the risk that the surveys will not be repeated in a timely manner. It will be possible reduce the cost and time required to setup and analyze the surveys in the future by ensuring consistent indicator definitions aligned with the WASH M&E framework.

Now that the baseline is finished, stakeholders agree that annual/routine monitoring is a crucial but missing element in national M&E. A challenge is that there are few formal mechanisms, resources, guidelines for routine WASH monitoring. Routine health monitoring by the DHMTs does take place but it does not include any rural sanitation monitoring currently. The Environmental Health and Sanitation Directorate should continue to work with Directorate of Policy Planning and Information to raise the priority of sanitation and include it into the routine monitoring system. The Water Directorate should a provide a practical set of guidelines for routine monitoring and the development of annual monitoring work plans and this should be disseminated to district level staff and Councils.

As soon as routine monitoring is established there will need to be ongoing supportive supervision and data auditing to ensure data quality and performance management. Supportive supervision refers to overseeing and directing the performance of others and transferring the knowledge, attitudes, and skills that are essential for successful monitoring and evaluation. It offers an opportunity to take stock of the work that has been done; critically reflect on it; provide feed-back to local staff; and where appropriate, provide specific guidance to make improvements and build capacity.

There are currently three national data management systems in use for rural water and sanitation information:

- DHIS2, the Health Information System, managed by the Directorate of Policy Planning and Information,
- Akvo Flow, the mobile data collection tool used in the water point inventory and SDG baseline, managed by the Ministry of Water Resources, and
- Excel spreadsheets of Statistics Sierra Leone.

WASH focal points should have access to the WASH datasets and information products to ensure data is readily available to all users at national and district level. While DHIS2 is used by DHMTs in districts for routine health monitoring, mapping officers and council M&Es have requested additional trainings, IT equipment, supplies and services for maintaining national and sub-national WASH databases. There is a need to strengthen continuous access and support to users at decentralized levels. At all levels, there is demand for human capacity to manage and analyze WASH data and improve IT literacy. There is interested in an integrated system to access WASH data.

USING DATA FOR DECISION-MAKING (COMPONENT 12)

The goal of M&E is to provide the data needed for guiding policy formulation and program operations to improve WASH services. A detailed data use plan should be included in the national WASH monitoring framework; this plan should link data needs and data collection efforts with specific information products for different audiences, as well as a timetable for dissemination. It should also include activities to encourage data use, such as workshops to discuss the implications of M&E data for decision-making for sustaining and extending services. A functional M&E system collates and presents the data in a way that facilitates data use at all levels, including the citizens and beneficiaries of services.

Data and analysis of the district WASH M&E should be disseminated through appropriate channels to directly reach the Council and Council M&E for their use on a regular schedule. There is a need to guide the use of WASH M&E data in District Councils, including the SDG baseline, as part of the national WASH M&E framework. Up until now, it is not easy to access the WASH data portal for District Councils and Communities. Other ways should be explored to disseminate results, such as posters in public places.

At national level, when the final report was produced for the 2016 national water point mapping there was a direct request from the Presidential Ebola Response Team to use it and demonstrates how useful the information has been. A realistic data use plan grounded in policy that has been disseminated to all different levels is crucial for the final step in the access and use of data. Routine monitoring will need to be in place to ensure data is useful and up to data during each annual planning cycle.

HIGH LEVEL RECOMMENDATIONS

The assessment aimed to enable government leadership and partners to strengthen the country-led national WASH monitoring and evaluation system to guide all programmes in Sierra Leone and establishes routine monitoring. Based on the recommendation from participating government institutions, the high-level recommendations are:

1. Complete the National WASH Monitoring and Evaluation Framework for WASH with the leadership of the Ministry of Water Resources and the Ministry of Health and Sanitation
   a. Build on the Sustainable Development Goal 6 indicator framework to develop final water and sanitation indicator frameworks and disseminate these to all levels and stakeholders
   b. Define WASH policy targets, roles and responsibilities, data collection schedules and data use plans and add these to the SDG indicator framework
   c. Provide national guidelines for routine monitoring for all levels
   d. Provide national guidelines on data analysis and use for all levels
   e. Develop and implement an information and data dissemination plan that enables stakeholders at all levels to receive information prior to WASH activity planning
2. Establish Annual Work Plans for routine monitoring and evaluation, supportive supervision, and dissemination of WASH data and information products
3. National Plans should be disseminated widely and shared with districts for alignment
4. Financial information, including costs, should be made available for planning and alignment purposes
5. Raise the priority of Environmental Health and Sanitation in the Ministry of Health and Sanitation
6. Assess need for a separate sanitation coordination committee with MDAs and partners
7. Fast track implementation of a sanitation M&E with the Directorate of Policy Planning and Information in the Ministry of Health and Sanitation
8. Evaluate the monitoring and evaluation human capacity needs against the National WASH Monitoring and Evaluation Framework requirements
9. Strengthen collaboration for more effective WASH monitoring and evaluation at district level between the Ministry of Water Resources, Ministry of Health and Sanitation, and the District Council and specifically focus support to use data in planning and decision making
10. Develop dedicated budgets for the national coordination committee for water and sanitation and discuss establishing a separate group dedicated to sanitation issues
11. Assess the performance of programmes and districts against the National WASH Monitoring and Evaluation Framework

Appendix 2: Estimated costs and financial needs

This table provides an overview of the estimated costs and financial needs per sub-activity, activity and outcome. Unlike the tables in the main body of the text, it also includes the district staff requirements, which may already be financed for part or all of the coming 5 years to the order of SLL 3.02 billion. This includes the following positions, which are expected to be present in every district: Council M&E Officer, Water Mapper Officer, Assistance Water Mapper, Environmental Health WASH M&E in the DGMT, MEST (WASH Focal Person), WASH Engineer, Regional WASH M&E, Assistance Water Quality Analysis, Laboratory Assistant, Council Environmental Officer.

Row Labels	Group code	Sub-activity	Deliverable	Expense	Responsible	Unit	Quantity	Finance required
1. Enabling environment							**2153**	**38,898,228,095 SLL**
1.1. Coordination	**1.1.01**	1.1.01. National M&E coordination	**Coordination meetings and communication of M&E related decisions and participation**	Per diem for 10 people in 2 meetings	**MoWR**	Person days	100	12,884,503 SLL
	1.1.02	1.1.02. WASH coordination meetings	**Monthly meetings (12 per year) and communication of decisions and participation**	Per diem for 10 people per meeting	**MoWR**	Person days	600	77,307,016 SLL
		1.1.03. Sanitation-specific coordination meetings	**Sanitation coordination meetings (2 per year)**	Per diem for 10 people per meeting	**MoHS**	Person days	600	77,307,016 SLL
1.1. Coordination Total							**1300**	**167,498,535 SLL**
1.2. M&E framework	**1.2.01**	1.2.01. Data exchange standard	**SL data exchange standard**	International consultant	**MoWR**	Days	30	174,634,715 SLL
				Local consultant	**MoWR**	Days	30	69,000,000 SLL
		1.2.02. Establishment of programme M&E requirements	**Programme M&E requirements**	No additional expense in activity group	**MoWR**	(blank)	0	- SLL
		1.2.03. Implementer reporting requirements	**Implementer reporting requirements**	No additional expense in activity group	**MoWR**	(blank)	0	- SLL
	1.2.04	1.2.04. National WASH M&E strategy	**National WASH M&E strategy**	International consultant - strategy development	**MoWR**	Days	30	174,634,715 SLL

				Local consultant - for follow up training on strategy	**MoWR**	Days	10	26,317,178 SLL
				Local consultant - strategy development	**MoWR**	Days	30	69,000,000 SLL
		1.2.05. SDG targets and trend definition	**Document defining WASH SDG targets and trendline until 2030**	International consultant	**MoWR**	Days	10	58,211,572 SLL
		1.2.06. Annual M&E framework review	**Minutes with decisions on updated indicators, updated indicator framework published**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
		1.2.07. National WASH M&E training	**Annual training**	Training for 4 participants from 16 districts per year	**MoWR**	Per participant	320	738,488,275 SLL
		1.2.08. Validation of national WASH M&E strategy	**Validated WASH M&E strategy**	Validation workshop	**MoWR**	Lumpsum	1	35,822,505,729 SLL
1.2. M&E framework Total							**461**	**37,132,792,184 SLL**
1.3. Routine monitoring tools	1.3.03	1.3.03. Pilot of routine monitoring tools	**Routine monitoring tools pilot report**	Local consultant - to train, test the districts testing routine monitoring tools for the proposed strategy and provide report	**MoWR**	Days	15	39,475,767 SLL
	1.3.01	1.3.01. Development of routine monitoring tools (rural water)	**Routine monitoring tools**	International consultant	**MoWR**	Days	10	58,211,572 SLL
				Local consultant	**MoWR**	Days	20	46,000,000 SLL
		1.3.02. Development of routine monitoring tools (rural sanitation)	**Routine monitoring tools**	International consultant	**MoWR**	Days	10	58,211,572 SLL
				Local consultant	**MoWR**	Days	20	46,000,000 SLL
1.3. Routine monitoring tools Total							**75**	**247,898,911 SLL**
1.4. Strengthening institutions	1.4.01	1.4.01. HR review based on M&E needs identified	**HR capacity assement report**	Local consultant to assess HR needs and	**MoWR**	Days	20	52,634,356 SLL

				update staffing organigram				
		1.4.02. Update of staffing organigram of HRMO	**HRMO staffing organigram**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
1.4. Strengthening institutions Total							**20**	**52,634,356 SLL**
1.5. Human and technical capacity	**1.5.01**	1.5.01. Assessment of M&E training needs	**M&E training assessment report**	Local consultant to assess the need for and develop an M&E training curriculum	**MoWR**	Days	20	52,634,356 SLL
		1.5.02. M&E course development	**M&E course**	Local consultant	**MoWR**	Days	30	78,951,534 SLL
	1.5.03	1.5.03. Annual certificate course	**Certified M&E experts**	Course expenses per participant (1 per district)	**MoWR**	Per participant	70	80,772,155 SLL
1.5. Human and technical capacity Total							**120**	**212,358,046 SLL**
1.6. Communication, advocacy and knowledge management	**1.6.02**	1.6.01. Mapping of M&E communication channels	**Mapping of WASH M&E communication channels**	Local consultant	**MoWR**	Days	5	11,500,000 SLL
		1.6.02. Development of the communication strategy	**Draft Communication strategy**	Local consultant	**MoWR**	Days	15	34,500,000 SLL
		1.6.03. National validation	**Validated national communication strategy**	Validation workshop	**MoWR**	Lumpsum		- SLL
		1.6.04. Sub-national validation	**Validated sub-national communication strategy**	Validation workshop	**MoWR**	Lumpsum		- SLL
	1.6.05	1.6.05. Annual review of communication strategy	**Updated communication strategy**	Local consultant	**MoWR**	Days	20	62,585,891 SLL
1.6. Communication, advocacy and knowledge management Total							**40**	**108,585,891 SLL**
1.7. Data platforms	**1.7.01**	1.7.01. Akvo FLOW maintenance	**Working instance of Akvo FLOW**	Akvo FLOW subscription - 20,000 forms	**MoWR**	Annual subscription - 20,000 form submissions	3	301,269,234 SLL
				Akvo FLOW subscription - 50,000 forms	**MoWR**	Annual subscription - 50,000 form submissions	2	344,394,817 SLL

				Initial purchase Android phones (15 national + 5 per district)	**MoWR**	Android phone 2018	95	116,423,144 SLL
				Life-span 3 years (15 national + 5 per district)	**MoWR**	Phone replacement	32	57,316,009 SLL
	1.7.02	1.7.02. Akvo Lumen maintenace	**Working instance of Akvo Lumen**	Akvo Lumen subscription	**MoWR**	Annual subscription	5	157,056,968 SLL
1.7. Data platforms Total							**137**	**976,460,173 SLL**
2. Routine monitoring							**95**	**16,339,176,843 SLL**
2.3. WASH in schools	**2.3.02**	2.3.02. District monitoring WASH in Schools	**See district plans**	Travel and per diem	**Council**	1 visit per new school	5	285,917,846 SLL
				Staff time	**Council**	1 visit per new school	5	48,648,184 SLL
2.3. WASH in schools Total							**10**	**334,566,030 SLL**
2.4. WASH in health facilities	**2.4.01**	2.4.01. District monitoring WASH in health care facilities	**See district plans**	Travel and per diem	**Council**	1 visit per new health facility	5	369,537,880 SLL
				Staff time	**Council**	1 visit per new health facility	5	133,166,789 SLL
2.4. WASH in health facilities Total							**10**	**502,704,669 SLL**
2.6. Routine community visits	**2.6.01**	2.6.01. District compound inspections	**See district plans**	Travel and per diem	**Council**	12 compound inspections per year	0	- SLL
				Staff time	**Council**	12 compound inspections per year	5	144,306,414 SLL
	2.6.04	2.6.04. District technical support to service providers	**See district plans**	Travel and per diem	**Council**	.1% of communities and service providers are trained on site each year + 4 trainings in the district capital	5	673,609,986 SLL
				Staff time	**Council**	.1% of communities and service providers are trained on site each	5	215,610,485 SLL

						year + 4 trainings in the district capital		
	2.6.05	2.6.05. Monitoring Post-ODF	**See district plans**	Travel and per diem	**Council**	25% of triggered communities post-ODF monitoring	5	2,115,196,956 SLL
				Staff time	**Council**	25% of triggered communities post-ODF monitoring	5	762,233,051 SLL
	2.6.02	2.6.03. District monitoring Public places	**See district plans**	None - included in WASH community monitoring	**Council**	NA	0	- SLL
		2.6.02. District monitoring of community WASH	**See district plans**	Travel and per diem	**Council**	1 - 2% of communities audited each year	5	478,270,743 SLL
				Staff time	**Council**	1 - 2% of communities audited each year	5	118,784,268 SLL
2.6. Routine community visits Total							**35**	**4,508,011,901 SLL**
2.2. Rural water infrastructure activities	2.2.01	2.2.01. District site verification for new services	**See district plans**	Travel and per diem	**Council**	~1.2 visits on average across district M&E staff per site	5	1,749,818,023 SLL
				Staff time	**Council**	~1.2 visits on average across district M&E staff per site	5	317,002,235 SLL
	2.2.02	2.2.02. District supervision new infrastructure	**See district plans**	Travel and per diem	**Council**	2 visits on average across district M&E staff per site	5	2,799,708,836 SLL
				Staff time	**Council**	2 visits on average across district M&E staff per site	5	474,022,492 SLL
	2.2.03	2.2.03. District supervision of rehabilitation	**See district plans**	Travel and per diem	**Council**	~1.7 visits across all staff on average per rehabilitation site	5	4,621,759,944 SLL
				Staff time	**Council**	~1.7 visits across all staff on average per rehabilitation site	5	725,059,883 SLL
2.2. Rural water infrastructure activities Total							**30**	**10,687,371,414 SLL**

2.1. Rural CLTS activities	**2.1.01**	2.1.01. CLTS awareness raising	**See district plans**	Travel and per diem	**Council**	25% of triggering activities monitored	5	225,324,735 SLL
				Staff time	**Council**	25% of triggering activities monitored	5	81,198,094 SLL
2.1. Rural CLTS activities Total							**10**	**306,522,829 SLL**
3. Survey and evaluations							**2**	**27,488,666,308 SLL**
3.1. WASH surveys	**3.1.01**	3.1.01. SDG reference survey + water point mapping	**SDG report + water point mapping with updated baseline (every three years)**	Baseline exercise	**SSL**	Lumpsum	2	27,488,666,308 SLL
3.1. WASH surveys Total							**2**	**27,488,666,308 SLL**
3.2. General surveys	**3.2.01**	3.2.01. DHS survey SDG update	**Updated SDG figures**	Unaccounted expenditure by SSL	**SSL**	NA - Survey	0	- SLL
	3.2.02	3.2.02. MICS SDG update	**Updated SDG figures**	Unaccounted expenditure by SSL	**SSL**	NA - Survey	0	- SLL
3.2. General surveys Total							**0**	**- SLL**
4. Use of M&E results							**526**	**2,917,238,117 SLL**
4.1. WASH sector reviews	**4.1.01**	4.1.01. Annual WASH Conference	**WASH conference report**	Local consultant	**MoWR**	Days	50	148,171,781 SLL
	4.1.02	4.1.02. Prepare annual WASH status report	**Annual WASH status report**	Local consultant	**MoWR**	Days	50	148,171,781 SLL
4.1. WASH sector reviews Total							**100**	**296,343,562 SLL**
4.2. Communicating water results	**4.2.01**	4.2.01. Sending analysis and reports to districts from MoWR	**District access to water results**	Printing and distribution	**MoWR**	District	80	692,332,758 SLL
	4.2.02	4.2.02. Updating the water service dashboard	**Updated water services dashboard**	International consultant time to customize dashboard	**MoWR**	Days	25	187,506,789 SLL
4.2. Communicating water results Total							**105**	**879,839,546 SLL**
4.3. Communicating san&hyg results	**4.2.01**	4.3.01. Sending analysis and reports to districts from MoHS	**District access to sanitation results**	Printing and distribution	**MoHS**	District	80	692,332,758 SLL

	4.2.02	4.3.02. Updating the sanitaiton services dashboard	**Updated sanitation services dashboard**	Covered under DHIS2	**MoHS**	NA	0	- SLL
4.3. Communicating san&hyg results Total							80	692,332,758 SLL
4.4. Planning water services	4.4.01	4.4.01. Preparing M&E data (water)	**M&E water data for national policy planning**	Local consultant to prepare water results	**MoWR**	Days	50	148,171,781 SLL
				International consultant to prepare water results	**MoWR**	Days	25	187,506,789 SLL
		4.4.02. Projecting financal needs for implementers	**Projected financial investment and maintenance needs for continuous water services**	Local consultant	**MoWR**	Days	25	74,085,891 SLL
		4.4.03. Projecting progress to achieve targets (water)	**A projection of required progress towards policy targets**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
	4.4.04	4.4.04. Updating MoWR policy	**Policy targets and indicator update for MoWR**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
4.4. Planning water services Total							100	409,764,460 SLL
4.5. Planning sanitation	4.4.01	4.5.01. Preparing M&E data (sanitation)	**M&E sanitation data for national policy planning**	Local consultant to prepare sanitation results	**MoHS**	Days	50	148,171,781 SLL
				International consultant to prepare sanitation results	**MoHS**	Days	25	187,506,789 SLL
		4.5.02. Projecting progress to achieve targets (sanitation)	**Projected financial investment and maintenance needs for continuous sanitation services**	Local consultant	**MoHS**	Days	25	74,085,891 SLL
	4.5.03	4.5.03. Updating MoHS policy	**Policy targets and indicator update for MoHS**	Internal staff time (not estimated)	**MoHS**	NA	0	- SLL
4.5. Planning sanitation Total							100	409,764,460 SLL

Row Labels	Group code	Sub-activity	Deliverable	Expense	Responsible	Unit	Quantity	Finance required
4.6. District planning	**4.6.01**	4.6.01. District planning, coordination, reporting	**Annual WASH part of the district plan**	Internal staff time (not estimated)	**Council**	NA	0	- SLL
4.6. District planning Total							**0**	**- SLL**
4.7. WASH communication	**4.2.02**	4.7.01. Uploading sector reports	**Uploaded sector reports**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
		4.7.02. Updating MoWR website	**MoWR website update**	Local consultant	**MoWR**	Days	18	28,055,071 SLL
	4.7.03	4.7.03. Disseminating WASH reports	**Disseminated WASH reports**	Printing and distribution	**MoWR**	Lumpsum	5	173,083,189 SLL
	4.7.04	4.7.04. Updating the MoHS website	**MoHS website update**	Local consultant	**MoHS**	Days	18	28,055,071 SLL
4.7. WASH communication Total							**41**	**229,193,331 SLL**
Grand Total							**2776**	**85,643,309,363 SLL**

Row Labels	Group code	Sub-activity	Deliverable	Expense	Responsible	Unit	Quantity	Finance required
1. Enabling environment							**2153**	**38,898,228,095 SLL**
1.1. Coordination	**1.1.01**	1.1.01. National M&E coordination	**Coordination meetings and communication of M&E related decisions and participation**	Per diem for 10 people in 2 meetings	**MoWR**	Person days	100	12,884,503 SLL
	1.1.02	1.1.02. WASH coordination meetings	**Monthly meetings (12 per year) and communication of decisions and participation**	Per diem for 10 people per meeting	**MoWR**	Person days	600	77,307,016 SLL

		1.1.03. Sanitation-specific coordination meetings	**Sanitation coordination meetings (2 per year)**	Per diem for 10 people per meeting	**MoHS**	Person days	600	77,307,016 SLL
1.1. Coordination Total							**1300**	**167,498,535 SLL**
1.2. M&E framework	**1.2.01**	1.2.01. Data exchange standard	**SL data exchange standard**	International consultant	**MoWR**	Days	30	174,634,715 SLL
				Local consultant	**MoWR**	Days	30	69,000,000 SLL
		1.2.02. Establishment of programme M&E requirements	**Programme M&E requirements**	No additional expense in activity group	**MoWR**	NA	0	- SLL
		1.2.03. Implementer reporting requirements	**Implementer reporting requirements**	No additional expense in activity group	**MoWR**	NA	0	- SLL
	1.2.04	1.2.04. National WASH M&E strategy	**National WASH M&E strategy**	International consultant - strategy development	**MoWR**	Days	30	174,634,715 SLL
				Local consultant - for follow up training on strategy	**MoWR**	Days	10	26,317,178 SLL
				Local consultant - strategy development	**MoWR**	Days	30	69,000,000 SLL
		1.2.05. SDG targets and trend definition	**Document defining WASH SDG targets and trendline until 2030**	International consultant	**MoWR**	Days	10	58,211,572 SLL
		1.2.06. Annual M&E framework review	**Minutes with decisions on updated indicators, updated indicator framework published**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
		1.2.07. National WASH M&E training	**Annual training**	Training for 4 participants from 16 districts per year	**MoWR**	Per participant	320	738,488,275 SLL

		1.2.08. Validation of national WASH M&E strategy	**Validated WASH M&E strategy**	Validation workshop	**MoWR**	Lumpsum	1	35,822,505,729 SLL
1.2. M&E framework Total							**461**	**37,132,792,184 SLL**
1.3. Routine monitoring tools	**1.3.03**	1.3.03. Pilot of routine monitoring tools	**Routine monitoring tools pilot report**	Local consultant - to train, test the districts testing routine monitoring tools for the proposed strategy and provide report	**MoWR**	Days	15	39,475,767 SLL
	1.3.01	1.3.01. Development of routine monitoring tools (rural water)	**Routine monitoring tools**	International consultant	**MoWR**	Days	10	58,211,572 SLL
				Local consultant	**MoWR**	Days	20	46,000,000 SLL
		1.3.02. Development of routine monitoring tools (rural sanitation)	**Routine monitoring tools**	International consultant	**MoWR**	Days	10	58,211,572 SLL
				Local consultant	**MoWR**	Days	20	46,000,000 SLL
1.3. Routine monitoring tools Total							**75**	**247,898,911 SLL**
1.4. Strengthening institutions	**1.4.01**	1.4.01. HR review based on M&E needs identified	**HR capacity assement report**	Local consultant to assess HR needs and update staffing organigram	**MoWR**	Days	20	52,634,356 SLL
		1.4.02. Update of staffing organigram of HRMO	**HRMO staffing organigram**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
1.4. Strengthening institutions Total							**20**	**52,634,356 SLL**
1.5. Human and technical capacity	**1.5.01**	1.5.01. Assessment of M&E training needs	**M&E training assessment report**	Local consultant to assess the need for and develop an M&E training curriculum	**MoWR**	Days	20	52,634,356 SLL
		1.5.02. M&E course development	**M&E course**	Local consultant	**MoWR**	Days	30	78,951,534 SLL

	1.5.03	1.5.03. Annual certificate course	**Certified M&E experts**	Course expenses per participant (1 per district)	**MoWR**	Per participant	70	80,772,155 SLL
1.5. Human and technical capacity Total							**120**	**212,358,046 SLL**
1.6. Communication, advocacy and knowledge management	**1.6.02**	1.6.01. Mapping of M&E communication channels	**Mapping of WASH M&E communication channels**	Local consultant	**MoWR**	Days	5	11,500,000 SLL
		1.6.02. Development of the communication strategy	**Draft Communication strategy**	Local consultant	**MoWR**	Days	15	34,500,000 SLL
		1.6.03. National validation	**Validated national communication strategy**	Validation workshop	**MoWR**	Lumpsum		- SLL
		1.6.04. Sub-national validation	**Validated sub-national communication strategy**	Validation workshop	**MoWR**	Lumpsum		- SLL
	1.6.05	1.6.05. Annual review of communication strategy	**Updated communication strategy**	Local consultant	**MoWR**	Days	20	62,585,891 SLL
1.6. Communication, advocacy and knowledge management Total							**40**	**108,585,891 SLL**
1.7. Data platforms	**1.7.01**	1.7.01. Akvo FLOW maintenance	**Working instance of Akvo FLOW**	Akvo FLOW subscription - 20,000 forms	**MoWR**	Annual subscription - 20,000 form submissions	3	301,269,234 SLL
				Akvo FLOW subscription - 50,000 forms	**MoWR**	Annual subscription - 50,000 form submissions	2	344,394,817 SLL
				Initial purchase Android phones (15 national + 5 per district)	**MoWR**	Android phone 2018	95	116,423,144 SLL

				Life-span 3 years (15 national + 5 per district)	**MoWR**	Phone replacement	32	57,316,009 SLL
	1.7.02	1.7.02. Akvo Lumen maintenace	**Working instance of Akvo Lumen**	Akvo Lumen subscription	**MoWR**	Annual subscription	5	157,056,968 SLL
1.7. Data platforms Total							**137**	**976,460,173 SLL**
2. Routine monitoring							**95**	**16,448,255,826 SLL**
2.3. WASH in schools	**2.3.02**	2.3.02. District monitoring WASH in Schools	**See district plans**	Travel and per diem	**Council**	1 visit per new school	5	285,917,846 SLL
				Staff time	**Council**	1 visit per new school	5	48,648,184 SLL
2.3. WASH in schools Total							**10**	**334,566,030 SLL**
2.4. WASH in health facilities	**2.4.01**	2.4.01. District monitoring WASH in health care facilities	**See district plans**	Travel and per diem	**Council**	1 visit per new health facility	5	369,537,880 SLL
				Staff time	**Council**	1 visit per new health facility	5	133,166,789 SLL
2.4. WASH in health facilities Total							**10**	**502,704,669 SLL**
2.6. Routine community visits	**2.6.01**	2.6.01. District compound inspections	**See district plans**	Travel and per diem	**Council**	12 compound inspections per year	0	- SLL
				Staff time	**Council**	12 compound inspections per year	5	144,306,414 SLL
	2.6.04	2.6.04. District technical support to service providers	**See district plans**	Travel and per diem	**Council**	1% of communities and service providers are trained on site each year + 4 trainings in	5	782,688,970 SLL

						the district capital		
			Staff time	**Council**	1% of communities and service providers are trained on site each year + 4 trainings in the district capital	5	215,610,485 SLL
	2.6.05	2.6.05. Monitoring Post-ODF	**See district plans**	Travel and per diem	**Council**	25% of triggered communities post-ODF monitoring	5	2,115,196,956 SLL
				Staff time	**Council**	25% of triggered communities post-ODF monitoring	5	762,233,051 SLL
	2.6.02	2.6.03. District monitoring Public places	**See district plans**	None - included in WASH community monitoring	**Council**	NA	0	- SLL
		2.6.02. District monitoring of community WASH	**See district plans**	Travel and per diem	**Council**	1 - 2% of communities audited each year	5	478,270,743 SLL
				Staff time	**Council**	1 - 2% of communities audited each year	5	118,784,268 SLL
2.6. Routine community visits Total							**35**	**4,617,090,885 SLL**
2.2. Rural water infrastructure activities	**2.2.01**	2.2.01. District site verification for new services	**See district plans**	Travel and per diem	**Council**	~1.2 visits on average across district M&E staff per site	5	1,749,818,023 SLL

				Staff time	Council	~1.2 visits on average across district M&E staff per site	5	317,002,235 SLL
	2.2.02	2.2.02. District supervision new infrastructure	**See district plans**	Travel and per diem	Council	2 visits on average across district M&E staff per site	5	2,799,708,836 SLL
				Staff time	**Council**	2 visits on average across district M&E staff per site	5	474,022,492 SLL
	2.2.03	2.2.03. District supervision of rehabilitation	**See district plans**	Travel and per diem	Council	~1.7 visits across all staff on average per rehabilitation site	5	4,621,759,944 SLL
				Staff time	**Council**	~1.7 visits across all staff on average per rehabilitation site	5	725,059,883 SLL
2.2. Rural water infrastructure activities Total							**30**	**10,687,371,414 SLL**
2.1. Rural CLTS activities	**2.1.01**	2.1.01. CLTS awareness raising	**See district plans**	Travel and per diem	Council	25% of triggering activities monitored	5	225,324,735 SLL
				Staff time	**Council**	25% of triggering activities monitored	5	81,198,094 SLL
2.1. Rural CLTS activities Total							**10**	**306,522,829 SLL**
3. Survey and evaluations							**2**	**27,488,666,308 SLL**

3.1. WASH surveys	**3.1.01**	3.1.01. SDG reference survey + water point mapping	**SDG report + water point mapping with updated baseline (every three years)**	Baseline exercise	**SSL**	Lumpsum	2	27,488,666,308 SLL
3.1. WASH surveys Total							**2**	**27,488,666,308 SLL**
3.2. General surveys	**3.2.01**	3.2.01. DHS survey SDG update	**Updated SDG figures**	Unaccounted expenditure by SSL	**SSL**	NA - Survey	0	- SLL
	3.2.02	3.2.02. MICS SDG update	**Updated SDG figures**	Unaccounted expenditure by SSL	**SSL**	NA - Survey	0	- SLL
3.2. General surveys Total							**0**	**- SLL**
4. Use of M&E results							**526**	**2,917,238,117 SLL**
4.1. WASH sector reviews	**4.1.01**	4.1.01. Annual WASH Conference	**WASH conference report**	Local consultant	**MoWR**	Days	50	148,171,781 SLL
	4.1.02	4.1.02. Prepare annual WASH status report	**Annual WASH status report**	Local consultant	**MoWR**	Days	50	148,171,781 SLL
4.1. WASH sector reviews Total							**100**	**296,343,562 SLL**
4.2. Communicating water results	**4.2.01**	4.2.01. Sending analysis and reports to districts from MoWR	**District access to water results**	Printing and distribution	**MoWR**	District	80	692,332,758 SLL
	4.2.02	4.2.02. Updating the water service dashboard	**Updated water services dashboard**	International consultant time to customize dashboard	**MoWR**	Days	25	187,506,789 SLL
4.2. Communicating water results Total							**105**	**879,839,546 SLL**
4.3. Communicating san&hyg results	**4.2.01**	4.3.01. Sending analysis and reports to districts from MoHS	**District access to sanitation results**	Printing and distribution	**MoHS**	District	80	692,332,758 SLL
	4.2.02	4.3.02. Updating the sanitaiton services dashboard	**Updated sanitation services dashboard**	Covered under DHIS2	**MoHS**	NA	0	- SLL
4.3. Communicating san&hyg results Total							**80**	**692,332,758 SLL**

4.4. Planning water services	**4.4.01**	4.4.01. Preparing M&E data (water)	**M&E water data for national policy planning**	Local consultant to prepare water results	**MoWR**	Days	50	148,171,781 SLL
				International consultant to prepare water results	**MoWR**	Days	25	187,506,789 SLL
		4.4.02. Projecting financal needs for implementers	**Projected financial investment and maintenance needs for continuous water services**	Local consultant	**MoWR**	Days	25	74,085,891 SLL
		4.4.03. Projecting progress to achieve targets (water)	**A projection of required progress towards policy targets**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
	4.4.04	4.4.04. Updating MoWR policy	**Policy targets and indicator update for MoWR**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
4.4. Planning water services Total							**100**	**409,764,460 SLL**
4.5. Planning sanitation	**4.4.01**	4.5.01. Preparing M&E data (sanitation)	**M&E sanitation data for national policy planning**	Local consultant to prepare sanitation results	**MoHS**	Days	50	148,171,781 SLL
				International consultant to prepare sanitation results	**MoHS**	Days	25	187,506,789 SLL
		4.5.02. Projecting progress to achieve targets (sanitation)	**Projected financial investment and maintenance needs for continuous sanitation services**	Local consultant	**MoHS**	Days	25	74,085,891 SLL
	4.5.03	4.5.03. Updating MoHS policy	**Policy targets and indicator update for MoHS**	Internal staff time (not estimated)	**MoHS**	NA	0	- SLL
4.5. Planning sanitation Total							**100**	**409,764,460 SLL**

4.6. District planning	**4.6.01**	4.6.01. District planning, coordination, reporting	**Annual WASH part of the district plan**	Internal staff time (not estimated)	**Council**	NA	0	- SLL
4.6. District planning Total							**0**	**- SLL**
4.7. WASH communication	**4.2.02**	4.7.01. Uploading sector reports	**Uploaded sector reports**	Internal staff time (not estimated)	**MoWR**	NA	0	- SLL
		4.7.02. Updating MoWR website	**MoWR website update**	Local consultant	**MoWR**	Days	18	28,055,071 SLL
	4.7.03	4.7.03. Disseminating WASH reports	**Disseminated WASH reports**	Printing and distribution	**MoWR**	Lumpsum	5	173,083,189 SLL
	4.7.04	4.7.04. Updating the MoHS website	**MoHS website update**	Local consultant	**MoHS**	Days	18	28,055,071 SLL
4.7. WASH communication Total							**41**	**229,193,331 SLL**
Grand Total							**2776**	**85,752,388,347 SLL**

Appendix 3: Assumptions used for district direct support activities

The following activities were taken into account in the each of the district cost and planning estimates used in the national WASH M&E plan.

VERIFICATION OF SITE SELECTED FOR WATER AND SANITATION FACILITIES

This is the number of visits per year to new water and sanitation facilities. The amount of new facilities in the estimated scenario is based on a target percentage of basic water if we assume progress towards 100% basic water in 2030 (SDG target) as is described in Appendix 4. The amount of yearly site visits is calculated by the times a site needs to be visited multiplied by the number of new facilities. For the amount of staff days spend on the activity the number of yearly visits is divided by the number of facilities that can be visited in one day – which is assumed at 3. The assumption is that the water mapper officer and the assistance water mapper visit a quarter of the sites selected for water facilities, the environmental health WASH M&E visits one out of five sanitation facilities, and the WASH engineer visits half of all sites. Per diems and travel costs are based on the total number of days for all staff members involved, based on an assumption of SLL 100.000 per diem and an average of SLL 90.000 travel costs per site visited.

SUPERVISION OF NEW INFRASTRUCTURE WORKS

The number of staff days spent on this activity is based on the number of new water points that are projected for the year, the number of site visits needed, and the sites that can be visited in one day. The calculation is very similar to the calculation described above. The assumption in these calculations for the costed work plan is that the council M&E visits 3 out of every 8 new water point, the water mapper officer and assistance water mapper each visit half of all new sites, the environmental health WASH M&E visits one out of every 8 new sanitation sites and the WASH engineer visits half of the sites. Travel costs and per diem costs are calculated similarly to the first activity described.

SUPERVISION OF REHABILITATION AND EXPANSION OF WORKS

The projected number of rehabilitation is based on the number of water facilities needed to achieve the SDGs. Half of the current number of non-functional water facilities is assumed to be suitable for rehabilitation. The current functionality of water points in each of the districts is estimated at 70%. The assumptions in the costed work plan are that the council M&E, water mapper officer, WASH engineer, and assistance water mapper visit 3 out of every 8 rehabilitation sites for supervision. The MEST focal person is able to visit 1 out of every 8 sites. Travel costs and per diem costs are calculated similarly to the first activity described.

MONITORING IN WASH COMMUNITIES

This activity concerns the visits to communities that are not already visited in the three activities above. It is calculated as a percentage of the total number of communities in the district, currently assumed at 1-2% for both water and sanitation. It is assumed to be based on requests for visits from communities and other ad hoc or specific district needs to visit a community to monitor WASH services. The monitoring activities are performed by the water mapper officer, the assistance water mapper, and the environmental health WASH M&E, each visiting all requested sites once. Travel costs and per diem costs are calculated similarly to the first activity described.

TECHNICAL SUPPORT FOR CONSUMERS AND SERVICE PROVIDERS (CARETAKER)

This activity concerns training activities outside of regular committee visits, e.g. training at the installations of a new water point and district-wide training. The staff days for this activity is calculated by the number of district-wide training plus a percentage of communities that are visited for the provision of technical support on location. All staff active in the district participates in these activities. Travel and per

diem costs are calculated based on the number of trainings that are not district wide trainings. District wide trainings are assumed to be held at a central point in the district. Travel costs and per diems for participant are excluded from this calculation.

PLANNING, COORDINATION, AND REPORTING

This activity describes monthly coordination meetings and yearly WASH reviews. All staff active in the district is assumed to participate and the trainings consume one day of staff time, totalling to 13 days per staff member. There are no per diems or travel costs associated with this activity, as it is assumed to be held in a central point in the district.

AWARENESS RAISING AND SANITIZATION ON CLTS

All communities that are CLTS triggered are considered to have achieved basic sanitation. The projected number of communities that needs to be triggered is based on the current number of communities with basic sanitation services and the number of communities that need to achieve basic sanitation per year if all communities should be covered by 2030 (SDGs), accounted for population growth. The environmental health WASH M&E is assumed to visit a quarter of the communities each year. The travel costs and per diems are calculated based on the travel costs to reach a site, a basic per diem budget, and the average number of sites that can be visited in one day (currently estimated at 3).

COMPOUND INSPECTION

The Environmental Health WASH M&E will perform a compound inspection every month, totaling to 12 days a year. There are no travel costs and per diems associated.

MONITORING POST-ODF ACTIVITIES

The number post-ODF communities are multiplied by the number of visits that have to be performed and the number of sites that can be visited in one day. The activity is performed by the environmental health WASH M&E who is assumed to be able to visit a quarter of all communities each year.

MONITORING OF WASH IN SCHOOLS

Only new schools are visited by the staff. The number of new schools in a district is calculated based on population growth, an average number of student per school in the districts, and the current number of schools. The number of staff days is based on the number of times a new school is visited and the amount of time it takes to visit a school. These visits are performed by the MEST and travel costs and per diems are calculated based on the number of schools that can be visited in one day. Travel costs and per diems are calculated as is described in the first activity.

MONITORING OF WASH IN HEALTHCARE FACILITIES

The calculation is similar than Monitoring WASH in schools. Only new health care facilities are visited, the current health care facilities are visited within the mechanisms of the health care system. The number of new healthcare facilities in a district is calculated based on population growth and the current number of healthcare facilities. The number of staff days is based on the number of times a new health care facility is visited and the amount of time it takes to visit a facility.

MONITORING OF PUBLIC PLACES AND OTHER INSTITUTIONS

There are no separate staff days spent on this activity. The assumption is that the activity is performed as part of the regular site visits under the activities of verification of site selected for water and sanitation facilities, supervision of new infrastructure works, supervision of rehabilitation and expansion of works, and monitoring WASH in communities. Therefore, no staff time, travel costs or per diems are calculated for this activity.

Appendix 4: SDG projections

The SDG projections are an estimate of the needs for water and sanitation services each year to achieve the SDGs by 2030, given the most accurate and up-to-date data available on the current status of services in the districts and expected population growth up to 2030. The SDG baseline of 2016 is used as input for the current state of the services. The data on population and population growth are extracted from the SSL Census 2015. The projections for basic water services are based on the total population in the district and the total number of improved water points in the district in the current state. The current number of improved water points in the current state per district is based on SDG baseline data from 2016. The projections for basic sanitation services are based on the rural population in the district. Urban sanitation is a major issue, however, due to data availability and complexity restrictions urban sanitation is excluded from the projections.

The SDG projections are made by estimating the progress of the current state of the services to a 100% basic services for water and sanitation by 2030. The challenge is to improve the service levels for from the current state to a 100% and to account for the population at the same time. In the first three years of the projections (2018, 2019, and 2020) the service levels are assumed to be stable. This means the percentage of the population with basic services remains the same, thus only keeping up with population growth. We assume that these three years are needed for capacity building at national and subnational institutions. After these first three years, the speed of progress on service level indicators is increasing, resulting in an exponential curve starting from the current service level in 2020 to a 100% basic services in 2030.

Appendix 5: Table of organisations and their roles

Organisation	Primary role in M&E system	Receives M&E data from (institution and format of report, frequency)	Reports M&E data and results to (institution and format of report, frequency)	Activities (data collection, cleaning, reporting, auditing, capacity development)
Council M&E	• Responsible for District and Municipal M&E and the council is responsible under the EWRCA "for ensuring that the population under their jurisdiction have adequate water and sanitation services"	• Community visits	• SALWACO/GVWC quarterly and annual reports • Line ministries[17] including: • Ministry of Finance and Development • Ministry of Local Government and Rural Development	• Regular council monitoring and reporting across sectors
Mapping Officers	• Water point mapping • Supporting SDG monitoring of rural water services	• Surveys • Akvo FLOW surveys	• Ministry of Water Resources Monitoring Unit • Akvo FLOW dashboard	• Water point mapping • SDG baseline
Ministry of Water Resources	• policy and strategy formulation and planning • monitoring and oversight of the implementation of the policy and strategies	• Ministry of Health (annually) • SALWACO • GVWC • Statistics Sierra Leone	• To the minister • Publication of results in the water data portal	• Prepare M&E Guidelines and reporting formats • Monitor water quality in specific facilities

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[17] "The Ministry of Finance and Economic Development and the Ministry of Local Government and Rural Development engaged the 19 local councils in Sierra Leone to integrate the SDGs into their district and municipal development plans." Advanced report on adaptation of the SDG goals (2016)

		• Ministry of Educations, Sciences and Tech (annually) • Mapping officers (Akvo FLOW portal)		• Prepare Annual Sector Performance Report
Ministry of Health and Sanitation	• Policy and regulation in relation to public health and sanitation services • "By its mandate, it is responsible for conducting health studies and reporting incidences of water borne communicable diseases; water quality testing; and investigating sources of water pollution"[18]	• DHMTs • National HMIS / DHIS2 (DHMT and PHU hospitals)	• To the minister • Reporting data online	• Development of the sanitation M&E framework • CLTS monitoring • Prepare annual performance report • Reporting on MDG / SDGs
Ministry of Local Government	• Devolving responsibilities to local councils			• Support to local councils form Decentralisation Secretariat • Operate financial management systems with data on the implementation of WASH activities in the District Councils and the WASH

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[18] M&E Gap analysis vol 1 (2014)

				Ministries, Departments and Agencies
SALWACO	• Track water services in some of the larger urban settlements outside Freetown • Provide technical support to the Local Councils for services in the smaller towns and villages	• WASH Consortium report (annually) • District Council reports (quarterly & annually) • Tracking studies from communities	• Ministry of Water Resources	
DHMTs	• 'Environment Sanitation Officers' and 'Public Health Aids' have responsibilities to track sanitation[19]	• PHUs • Community visits	• MOHS • HMIS / DHIS2	• Monitoring and reporting but currently environmental sanitation is the lowest priority
Local NGOs	NA	NA	NA	• contribute to sector communication and coordination • maintain web-based information sharing systems • Reporting activities to districts
Development partners	NA	NA	NA	• Funding of M&E baseline activities • Technical assistance and capacity building for country-led M&E • Programme M&E suport

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[19] M&E Gaps Analysis Vol 1 (2014)

| Statistics Sierra Leone | • "Statistics Sierra Leone (SSL) is Government's lead institution in carrying out national surveys and certification of national data generated by public institutions and or in collaboration with non-governmental agencies. They have been central in defining the Sierra Leone SDGs indicators put together so far, and in setting baselines and targets."[20] | • National surveys | • Ministry of Water Resources – National survey reports | • Household surveys (MICS, etc.)
• Census
• Develop the statistical framework 2016
• WASH surveys |

[20] Advanced report on adaptation of the SDG goals